

**CARLETON UNIVERSITY COMMITTEE ON
QUALITY ASSURANCE
Cyclical Review of the graduate programs
in International Affairs
Executive Summary and Final Assessment Report**

This Executive Summary and Final Assessment Report of the cyclical review of Carleton's graduate programs in International Affairs are provided pursuant to the provincial Quality Assurance Framework and Carleton's Institutional Quality Assurance Process (IQAP).

EXECUTIVE SUMMARY

The graduate programs in International Affairs reside in the Norman Patterson School of International Affairs, a unit administered by the Faculty of Public Affairs.

As a consequence of the review, the programs were categorized by Carleton University's Senate Quality Assurance and Planning Committee (SQAPC) as being of good quality. (Carleton's IQAP 7.2.13).

The External Reviewers' report offered a very positive assessment of the programs. Within the context of this positive assessment, the report nonetheless made a number of recommendations for the continuing enhancement of the programs. These recommendations were productively addressed by the Director of the Norman Patterson School of International Affairs, the Dean of the Faculty of Public Affairs and the Dean of the Faculty of Graduate and Postdoctoral Affairs in a response to the External Reviewers' report and Implementation on Plan that was submitted to SQAPC on February 13, 2020.

Norman Paterson School of International Affairs
Unit Response to External Reviewers' Report & Action Plan
Programs Being Reviewed: MA, MA/JD, PhD
Approved by Dean: include title/date
[March 6, 2020]
[Revised December 2020]

Introduction & General Comments

Please include any general comments regarding the External Reviewers' Report.

The Norman Paterson School of International Affairs (NPSIA) was pleased to receive the generally positive and constructive External Reviewers' report dated 8 November 2019. This report was immediately shared with our faculty and staff, and subsequently discussed at NPSIA's Faculty Board Meeting on Friday January 24th, in order to solicit feedback for our unit response and action plan. NPSIA is committed to the continual improvement of its graduate programs to enhance the student, staff and faculty experience. This document contains both a response to the External Reviewers' Report and an Action Plan (Section B) which have been created in consultation with the Dean(s).

For each recommendation one of the following responses must be selected:

Agreed to unconditionally: used when the unit agrees to and is able to take action on the recommendation without further consultation with any other parties internal or external to the unit.

Agreed to if additional resources permit: used when the unit agrees with the recommendation, however action can only be taken if additional resources are made available. Units must describe the resources needed to implement the recommendation and provide an explanation demonstrating how they plan to obtain those resources.

Agreed to in principle: used when the unit agrees with the recommendation, however action is dependent on something other than resources. Units must describe these dependencies and determine what actions, if any, will be taken.

Not agreed to: used when the unit does not agree with the recommendation and therefore will not be taking further action. A rationale must be provided to indicate why the unit does not agree (no action should be associated with this response).

Summary of Responses and Recommended Action

1. Several of the recommendations, especially as they relate to recruitment, administrative support, web presence and use of social media, PhD completion times and the inclusion/embrace of learning outcomes in our curricula, have already been, or are currently being addressed.
2. Other issues such as funding for MA and PhD students, attracting more international students, the large size of the program and core classes, finding a broader range of co-op placements, will be examined and will likely require coordination with other stakeholders on campus and additional resources.
3. There are a few recommendations such as endowment funding and the costs of events with which we agree in principle but will require a broader consultation and coordination with other stakeholders on campus.
4. Finally, we disagree with the recommendations to coordinate with SPPA on recruitment (#4), or that program changes are required to accommodate students on co-op (#25), or MA/JD concerns (#30, #31). In the case of the latter, NPSIA and the Ottawa U Law School have already taken the necessary steps to address them, and we will continue to ensure that they are being implemented and reinforced.

Calendar Changes

If any of the action items you intend to implement will result in calendar changes, please describe what those changes will be. To submit a formal calendar change, please do so using the Courseleaf system.

UNIT RESPONSE AND IMPLEMENTATION PLAN					
Programs Being Reviewed:					
External Reviewer Recommendation & Categorization	Unit Response Please categorize as: 1- Agree to unconditionally 2- Agree if additional resources permit (describe resources and provide rationale) 3- Agreed to in principle 4- Not agreed to (provide rationale)	Action Item	Owner	Timeline	Will the action described require calendar changes? (Y or N)
Recruitment					
1. In the past, NPSIA did not need to invest many resources in recruitment because it held a monopoly for the type of program that it runs. Continuing this strategy is a <i>weakness</i> in our opinion.	1 As of December 2019, NPSIA added one administrative staff – an MA Recruitment and Program Administrator - to oversee recruitment efforts. The current position of MA Administrator will	Assign recruitment tasks to faculty members as part of their administrative responsibilities; update the website to aid recruitment efforts; collaborate more closely with FPA and FGPA to leverage their recruitment activity.	NPSIA Associate Directors (MA Program), NPSIA MA Recruitment and Program Administrator.	Hiring of MA Recruitment and Program Administrator was done in December 2019 and work commenced in January 2020. The restructuring of administrative faculty structure	N

	<p>focus on both admissions and in-program students. The School is currently restructuring its administrative faculty structure to focus more on recruitment. In particular, the current position of Associate Director (MA Program) will be split into two positions: one person will manage in-program students and the other will oversee recruitment and admissions. This latter person will work directly with the MA Recruitment and Program Administrator. Recruitment content will be prioritized on the website, and in collaboration with FPA and FGPA, to see if we can leverage their recruitment activity.</p>			will begin on July 1, 2020.	
<p>2. Faculty noted that the PhD program is not well advertised which creates <i>weaknesses</i> on the recruiting side.</p>	<p>1 In addition to the above, which will deal with MA recruitment, the PhD committee</p>	<p>Develop PhD recruitment strategy.</p>	<p>NPSIA Associate Director (PhD Program)</p>	<p>To start January 2020.</p>	<p>N</p>

	will be charged with developing a recruitment strategy.				
3. There is an <i>opportunity</i> to increase the number and quality of its applicant pool by improving NPSIA's web presence and making professional and high-quality use of social media.	1 See above. Note that we are currently in the process of redesigning our website with FPA support.	See above (Recruitment #1)	See above (Recruitment #1)	See above (Recruitment #1)	N
4. There may be an <i>opportunity</i> to recruit more foreign students. NPSIA should look at charging higher fees to foreign students and improve efforts to attract foreign applicants. There may be an <i>opportunity</i> to work with Graduate Studies to implement a foreign student fee differential.	2 Ideally, we would like more foreign students than we currently admit because of the nature of our programs and in fact receive a number of applications from foreign students every year. However, our MA program is already close to, and in some areas in excess of, capacity, due to very strong interest from domestic applicants, and foreign students do not count towards our yearly targets from FGPA. We cannot maintain program standards while adding a significant number of				N

	foreign students given our current faculty size. We have also not been able to exert any influence on fees in the past. Finally, we see little value or fairness in attracting international students without ensuring that they have adequate financial support.				
5. We see an <i>opportunity</i> to coordinate with the application process for SPPA masters' students.	4 We see little value in additional application or recruitment coordination with SPPA. We would be happy to discuss specific suggestions further but cannot think of any initiatives that would be of mutual benefit.				N
Funding					
6. The financial assistance for students will be an ongoing challenge and <i>opportunity</i> for NPSIA as they continue to face increased competition from new and well-funded competing programs at other universities. Although the top MA students are well financed, the same is not true for PhD students. PhD students in the program tend to	2 The funding issue for MA students will remain a challenge as some of our competitors continue to aggressively recruit students. We have initiated discussions with FGPA	Continue discussions with FGPA regarding implementing a co-op option for PhD students; Implement changes to program requirements to help shorted time-to-completion.	NPSIA Associate Director (PhD Program); NPSIA Curriculum Committee	Changes to PhD programs and procedures to address completion time have been approved and will be implemented beginning in 2020-21.	Y A co-op option for the PhD program will require calendar changes.

<p>take too long to graduate, they are only funded for the first 4-5 years, and they are unsatisfied with stipends and lack of access to co-op positions.</p>	<p>about a co-op option for the PhD program, and would like to move forward with this proposal. We agree that students would benefit from increased financial support, but we are restricted in our financing budget and would require additional resources. We have already implemented several changes to the PhD program and procedures to speed up completion.</p>			<p>By the end of Winter term 2020 we hope to have concluded discussions with FGPA regarding a co-op option in our PhD program, with implementation beginning 2021-22.</p>	
<p>7. The primary <i>concern</i> expressed by students involves funding levels for PhD students. Current funding levels place PhD students below the Canadian poverty line, which is why many students leave the program.</p>	<p>2 As above. Funding levels are determined by the university and while faculty do their best to supplement graduate funding with their own research grants, there are no guarantees. A co-op option in the PhD program will help with both recruitment and funding, as will quicker completion.</p>	<p>See above (Funding #6)</p>	<p>See above (Funding #6)</p>	<p>See above (Funding #6)</p>	<p>Y</p>

<p>8. There is an <i>opportunity</i> to improve communications on this front and possibly hold additional information sessions about funding options to make sure that students are aware of different opportunities.</p>	<p>1 The PhD program administrator (we are currently seeking a replacement for this position) will have communications duties that include identifying funding opportunities. It should be noted that this person is also our website administrator, that is her role consists of administering the PhD program and our website.</p>	<p>Ensure that the PhD program administrator assembles funding information and communicates it to PhD students.</p>	<p>NPSIA Associate Director (PhD Program); PhD program administrator.</p>	<p>To start as soon as a new PhD program administrator is hired.</p>	<p>N</p>
University Structure					
<p>9. The university has an <i>opportunity</i> to provide better administrative support to NPSIA to improve its web presence, program promotion, and related events.</p>	<p>2 As discussed above, staff positions have been restructured to emphasize recruitment, website, and communications.</p>	<p>See above (Recruitment #1)</p>	<p>See above (Recruitment #1)</p>	<p>To start January 2020 and continue as new staff are hired.</p>	<p>N</p>
<p>10. Some of the challenges for achieving proper resource allocations stem from university structures. For example, our understanding is that resource allocations come from line faculty while enrollment targets are set by the Dean of Graduate Studies. There is an <i>opportunity</i></p>	<p>1 It would be useful to integrate discussions with FPA and FGPA regarding resourcing and enrolment targets.</p>	<p>Initiate discussions with Dean FGPA and Dean FPA on resources and enrolment targets</p>	<p>NPSIA Director</p>	<p>Winter 2020</p>	<p>N</p>

<p>for these decisions to be taken in an integrated fashion.</p>					
<p>11. There is a real <i>opportunity</i> to develop a public engagement strategy and determine how it fits within the broader university.</p>	<p>1 NPSIA's staff restructuring (see above) will provide an opportunity to enhance communications and public engagement. It will be useful to embed this strategy within the context of FPA and University strategies for communication and engagement.</p>	<p>Consult with FPA media specialist and Department of University Communications to enhance NPSIA's public engagement efforts.</p>	<p>NPSIA Director, NPSIA administrative staff</p>	<p>Efforts for communications and engagement to start with new staff appointments as of January 2020. Discussions with higher levels of the university to be determined.</p>	<p>N</p>
<p>12. FPA has an annual award for public engagement, but we see an <i>opportunity</i> for Carleton University to develop additional strategies to reward this important behavior.</p>	<p>3 We believe that NPSIA has done reasonably well balancing the teaching, scholarship, administrative and public engagement dimensions of our work, especially with recent hires. We agree that public engagement can be encouraged further by ensuring it is properly reflected in our</p>	<p>Examine NPSIA unit standards for tenure and promotion regarding public engagement; Initiate discussion with Dean FPA on ways to reward public engagement.</p>	<p>NPSIA Tenure and Promotion Committee; NPSIA Board; NPSIA Director</p>	<p>Unit tenure and promotion standards to be reviewed Winter 2020; begin discussions with Dean on this issue in July 2020.</p>	<p>N</p>

	<p>promotion and tenure guidelines. Other efforts will require FPA and CU involvement. With staff restructuring we will revisit the website strategy and emphasize it as part of staff responsibilities for the person that will be recruited as our PhD and Website Administrator (see above). We will discuss the regulatory constraints with FPA.</p>				
<p>13. We are concerned that NPSIA has not been allowed by higher level units to change their website template (unlike other FPA departments), something that is easily remedied. Administrative staff and time should be dedicated to improving web presence and effectively employing social media. This will require new resources and/or reallocation of current resources.</p>	<p>2 See above (Recruitment #1).</p>	<p>See above (Recruitment #1).</p>	<p>See above (Recruitment #1).</p>	<p>See above (Recruitment #1).</p>	<p>N</p>
<p>Program- Structure & Delivery</p>					
<p>14. There was not a lot of evidence that NPSIA has fully embraced</p>	<p>1</p>	<p>All of our course outlines now include learning outcomes that reflect those</p>	<p>NPSIA (with OVPAVPA); EDC support)</p>	<p>Fall 2020</p>	<p>N</p>

<p>the Learning Outcomes approach, which is a <i>concern</i>.</p>	<p>The University has only recently been promoting its Learning Outcomes approach as a top down exercise associated with the QA process. The NPSIA learning outcomes were also only recently developed for this program review exercise. Such a process takes time.</p>	<p>that were included in Volume I of the cyclical program review workbook. This is a process that faculty have adopted for a few years already, and will now be more focused given program learning outcomes developed as part of the review process. NPSIA will reinforce the importance of these learning outcomes during curriculum committee, teaching and faculty meetings.</p>			
<p>15. International students may not have the same access to some internships and co-op positions (especially for MA students) (<i>Concern</i>).</p>	<p>1 We recognize that there are work restrictions placed on international students that limit co-op opportunities.</p>	<p>Continue to work with the Co-op office to identify opportunities for international students; Assign staff the responsibility of alumni relations to encourage our network of graduates and their contacts to build the demand for such placements.</p>	<p>Associate Director (MA Program)</p>	<p>Fall 2020</p>	<p>N</p>
<p>16. Students noted that the school needs a better process for allowing students to skip required classes if they have prior coursework in the area (<i>Concern</i>).</p>	<p>4 This matter has been discussed already and it was determined that the evaluation process would be too complex, and that students who had prior coursework would be able to practice their skills. In addition, we felt that</p>				<p>N</p>

	not allowing advanced standing credits would build up a sense of community. Finally, we found that despite having previous courses done in an area, the acquired skills were often weak, there had been little application of these skills, and they were not used in the context of international affairs.				
17. Faculty noted that the co-op is run without much faculty input, which we see as a <i>concern</i> .	1 We are already revisiting the co-op framework, including a revised co-op report grading structure, and the implementation of a regular review of lessons from the co-op reports.	Continue to assess the co-op framework, co-op report grading structure, and review.	NPSIA Curriculum Committee	Review to commence in Winter 2020 with new procedures by Spring 2020.	N
18. There is an <i>opportunity</i> to use the launch of the new Diplomacy and Foreign Policy area as a focal point for graduate recruitment.	3 As part of a new recruitment strategy all options, including new programs, will be considered to enhance our recruitment efforts. These will be part of new staff responsibilities.	See above actions regarding recruitment.	See above	See above	N

<p>19. NPSIA has an <i>opportunity</i> to leverage its large alumni base to increase its endowment through fundraising.</p>	<p>3</p> <p>CU policy is seen as discouraging unilateral fundraising efforts by units, as the Development Office coordinates and controls access to the alumni database. However, we are willing to work with the Development Office to identify opportunities for the School's involvement in fundraising activities.</p>	<p>Initiate discussions with the Development Office to identify fundraising opportunities.</p>	<p>NPSIA Director</p>	<p>Winter 2020</p>	<p>N</p>
<p>20. There is an <i>opportunity</i> to consider offering more online and evening classes to better accommodate students working many hours while on co-op.</p>	<p>2</p> <p>NPSIA has shifted some classes to the evening in light of registration patterns. We will continue to monitor and review this situation and will consider polling students regarding demand for evening classes. We have discussed internally options for online courses, but these are resource intensive at the start-up phase, and we require resources and support to pursue this option.</p>	<p>Survey students to assess demand for evening classes.</p>	<p>NPSIA</p>	<p>Spring 2020 and ongoing</p>	<p>N</p>

<p>21. Another <i>concern</i> is the costs that the university charges units to run events (e.g. paying for conference rooms). Some faculty host events at the University of Ottawa because it is cheaper, and this is obviously a concern because this provides fewer on-campus events for students to take advantage of.</p>	<p>3</p> <p>We agree in principle with this comment. We know FPA has attempted to facilitate some events and absorbed room cost, but it is still prohibitive. We have no resources or authority to go further.</p>	<p>Seek financial support from FPA Dean to host NPSIA-run events at Carleton.</p>	<p>NPSIA Director</p>	<p>As needed.</p>	<p>N</p>
<p>22. There is only one coordinator to advise all MA students and students cannot get timely responses from the coordinator and staff. We agree that the lack of email response is a <i>weakness</i> that must be addressed.</p>	<p>1</p> <p>The MA program administrative duties have already been restructured to hopefully permit the staff and faculty involved in the program to be able to focus on students. In particular, one MA administrator will focus on in-program students while another will look after recruitment and prospective students.</p>	<p>Ensure dedicated administrative support to address in-program student concerns.</p>	<p>NPSIA MA administrator</p>	<p>Already being implemented</p>	<p>N</p>
<p>23. Students raised a <i>weakness</i> about language training and the difficulty in getting access to seats in advanced language classes in other departments.</p>	<p>2</p> <p>We agree that language training is important, and we need to support students in this process. We need</p>	<p>Discuss language class delivery options with Dean FPA.</p>	<p>NPSIA Director</p>	<p>Winter 2020</p>	<p>N</p>

	additional resources to either provide classes specifically for NPSIA students, or the University must direct the language department to facilitate language training for our students.				
24. <i>Weakness</i> in the scheduling of co-op placements, which is sometimes at odds with students' interests in placements that build experience with international issues.	2 We recognize many NPSIA co-op placements are with the government of Canada departments that do not focus exclusively on international issues. These opportunities are greater than those in the private sector, NGOs and internationally. But that's largely a result of our location in Ottawa, which gives us a real advantage with respect to opportunities in government.	NPSIA will begin discussions with the co-op office to explore the possibility of other 'non-governmental' placements with an international focus.	Associate Director (MA Program)	Winter/Spring 2020	N
Program- MA					

<p>25. Masters students would like to see better flexibility for taking classes when doing co-op. The co-op policy is that students can't take classes during working hours, but that doesn't accord with the School's policy for course enrollment (<i>concern</i>).</p>	<p>4</p> <p>It is unclear to us what "doesn't accord with the School's policy for course enrollment" means. The co-op office expects students to fulfil their co-op duties during normal working hours, and so do we. Students can then take courses in the evening. As noted above we will make an effort to offer sufficient evening courses.</p>				<p>N</p>
<p>26. Some students view the thesis option for the MA as problematic because it takes as long as the PhD (<i>concern</i>).</p>	<p>4</p> <p>It is not true that the MA thesis takes as long as the PhD thesis. An MA thesis may take up to three semesters (one year) to complete while the PhD thesis takes a few years. This seems to be a communication issue which we can resolve by providing better information to students. It is a generally inaccurate perception. The MA thesis is demanding but certainly doable.</p>	<p>Improve communication with MA students regarding the expectations for the MA thesis option.</p>	<p>Associate Director (MA Program)</p>	<p>Winter 2020</p>	<p>N</p>

<p>27. Students argued that the MA Program is understaffed (<i>concern</i>).</p>	<p>1</p> <p>As discussed above, we have reorganized our administrative positions (staff and faculty) and redefined the job descriptions for the various positions (existing and new). We expect understaffing to be less of a problem as a result.</p>	<p>See above (Recruitment #1).</p>	<p>See above (Recruitment #1).</p>	<p>See above (Recruitment #1).</p>	<p>N</p>
<p>28. One <i>concern</i> with the increasing size of the MA program is that compulsory classes have all students from the cohort (140-150 students). NPSIA may have to consider splitting some of the core classes into more than one section.</p>	<p>2</p> <p>NPSIA has attempted to run the program as efficiently as possible, but the recent expansion is making the current model more problematic. We will discuss with FPA the possibility of new resources to split the core classes. This is an issue that we've already started discussing at the curriculum committee level. For example, one possibility would be to offer an additional (more advanced) statistics course in addition to the core one so that students can choose</p>	<p>Discuss with Dean of FPA the possibility of additional teaching resources for the MA core courses.</p>	<p>NPSIA Director</p>	<p>Discussions with the Dean of FPA starting in the Fall of 2020</p>	<p>N</p> <p>Y – if different courses are offered (e.g. an advanced statistics course)</p>

	<p>one of the two. Another option is to offer the same statistics course (0.5 credit) twice. In the case of the 0.25 credit courses (for which instructors get 0.5 teaching credit), they could be offered twice.</p>				
<p>29. We see an <i>opportunity</i> for NPSIA to enhance the success of its co-op program for MA students.</p>	<p>3</p> <p>As noted above we hope to work more closely with the Co-op office and possibly alumni to improve the number and range of co-op placements, and to revise/streamline co-op report procedures. We need to identify other specific areas of concern.</p>	<p>See above (Program-Structure & Delivery #24).</p>	<p>See above (Program-Structure & Delivery #24).</p>	<p>See above (Program-Structure & Delivery #24).</p>	<p>N</p>
<p>Program Specific - MA/JD</p>					

<p>30. A <i>weakness</i> of the MA/JD program is the complicated structure and the difficulty in attracting students.</p>	<p>4</p> <p>The MA/JD program structure was revised significantly a few years ago to make it less complicated for the students to navigate. Meetings between program administrators and in-program students are held when students start the program at Ottawa U to answer all their questions. The number of students admitted into that program has remained fairly steady</p>	<p>NPSIA will continue to ensure that students are given the necessary information, both on the website, and in person.</p>	<p>Associate Director (MA Program); MA Program Administrators</p>	<p>Winter 2020 and ongoing</p>	<p>N</p>
<p>31. There are <i>concerns</i> about the MA/JD joint degree program in terms of course scheduling and the lack of knowledgeable advisors to assist students.</p>	<p>2</p> <p>As discussed immediately above, both Schools – NPSIA and Ottawa U Law School - have made a lot of effort to ensure that students are properly advised. The same applies to course scheduling despite the complicated nature of the JD program when students have to take courses on exchange</p>	<p>NPSIA in consultation with current students and the Law School will continue to examine whether course scheduling can be improved and how – it is not clear whether this is a significant issue, but we can certainly look into it.</p>	<p>Associate Director (MA Program); MA Program Administrator</p>	<p>Winter 2020 and ongoing</p>	<p>N</p>

	in their 3 rd and 4 th year.				
32. We also see an <i>opportunity</i> to engage with current MA/JD students and recent graduates of the program to establish what is working and what is not working. We recommend that NPSIA leaders set up a series of meetings with Ottawa Law and do a big push on coordination on the small issues that remain, especially as NPSIA now has a second international law person on faculty.	1 NPSIA can certainly continue to meet with current MA/JD students and coordinate with the Ottawa U Law School to coordinate on issues that need to be addressed	Meet with current MA/JD students to determine program concerns; Meet with U of O counterparts to address concerns	Associate Director (MA Program); MA Program Administrator	Winter 2020 and ongoing	N
33. Carleton and the University of Ottawa have an <i>opportunity</i> to work on recruitment and retention in the MA/JD. Remaining challenges to work out include the language requirement (and the French Law program) and funding issues that still arise as students try to navigate a law degree and an MA at NPSIA. This is an <i>opportunity</i> and may require a focused approach and close collaboration with University of Ottawa law.	2 As discussed earlier, recruitment will now be the responsibility of a dedicated administrative staff member in coordination with a NPSIA faculty member. While retention has not been a serious concern for the MA/JD program, we will continue to assist students who are	See above (Recruitment #1).	See above (Recruitment #1).	See above (Recruitment #1).	N

	<p>admitted into the joint program. The language requirement and funding need resources (discussed earlier) while the French Law program is ultimately the responsibility of the Ottawa U Law School.</p> <p>It should be pointed out that the main concern of MA/JD students with funding arises from the lack of funding in law school (and relatively high fees), something that NPSIA and Carleton University cannot address. MA/JD students are usually quite well funded for the MA portion from NPSIA and Carleton University.</p>				
Program- PhD					
34. Many NPSIA faculty have serious <i>concerns</i> about the PhD program. They discussed the problem with students not finishing the program in a timely fashion. Students' goals for working in the government after graduation also generated	<p>1</p> <p>As addressed in point 6 above, NPSIA is currently revising the PhD program and regulations to speed up the time to completion. We will also explore a new</p>	See above (Funding #6).	See above (Funding #6).	See above (Funding #6).	See above (Funding #6).

<p>discussions about what value is added by getting a PhD.</p>	<p>master's option that is research intensive and that might be a more appealing option for those not interested in a PhD, and examine co-op options.</p>				
<p>35. PhD completion rates are a serious <i>weakness</i> that must be addressed. Of the 4 students admitted in 2006, for example, only 1 student completed the PhD (in 9 years). To date, only 9 students out of 56 admitted students have completed the PhD program and all of them have taken 9 years or longer. NPSIA's self-assessment recognizes that time to completion is a <i>concern</i>.</p>	<p>3 This observation about completion times is based on older data for the study period. It is also not accurate that all the students have taken 9 years or longer to complete the program. More recent data indicate a significant improvement in retention and completion times. We do agree this remains an issue, however, and have taken several program and policy changes to address these deficiencies.</p>	<p>See above (Funding #6).</p>	<p>See above (Funding #6).</p>	<p>See above (Funding #6).</p>	<p>See above (Funding #6).</p>

<p>36. There is an <i>opportunity</i> to help students interested in a PhD get the quantitative training necessary for success.</p>	<p>2 The PhD program already emphasizes quantitative and other methodological training. We are exploring further changes, but these may require additional resources.</p>	<p>Assess the options to provide supplemental empirical training for PhD students.</p>	<p>Associate Director (PhD Program)</p>	<p>Ongoing</p>	<p>Possibly</p>
<p>37. <i>There is an opportunity</i> to discuss the mission of the PhD program, what it means to do a PhD in international affairs, and how the program can better serve the career goals of its students.</p>	<p>1</p>	<p>Undertake a general review of the PhD program to clarify its objectives, identify the needs of its students and the community, and how best to serve all stakeholders.</p>	<p>Associate Director (PhD Program); NPSIA curriculum committee</p>	<p>Fall 2020</p>	<p>Possibly.</p>