



DATE: April 20, 2018

TO: Senate

FROM: Dr. Lorraine Dyke Vice-Provost & Associate Vice-President (Academic) for Dr. Jerry Tomberlin, Acting Provost and Vice-President (Academic), and Chair, Senate Academic Program Committee

RE: Final Assessment Report and Executive Summary: Undergraduate programs in Human Rights

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The purpose of this memorandum is to request that Senate approve the Final Assessment Report and Executive Summary arising from the cyclical review of the undergraduate programs in Human Rights.

The request to Senate is based on a recommendation from the Senate Academic Program Committee (SAPC), which passed the following motion at its meeting of April 19, 2018:

**THAT** SAPC recommends to SENATE the approval of the Final Assessment Report and Executive Summary arising from the cyclical program review of the undergraduate programs in Human Rights.

The Final Assessment Report and Executive Summary is provided pursuant to articles 4.2.5-4.2.6 of the provincial Quality Assurance Framework and article 7.2.23 of Carleton's Institutional Quality Assurance Process (IQAP). Article 7.2.23.3 of Carleton's IQAP (passed by Senate on June 26<sup>th</sup>, 2015 and ratified by the Ontario Universities Council on Quality Assurance on September 25<sup>th</sup>, 2015) stipulates that, in approving Final Assessment Reports and Executive Summaries 'the role of SAPC and Senate is to ensure that due process has been followed and that the conclusions and recommendations contained in the Final Assessment Report and Executive Summary are reasonable in terms of the documentation on which they are based.'

In making their recommendation to Senate and fulfilling their responsibilities under the IQAP, members of SAPC were provided with all the appendices listed on page 2 of the Final Assessment Report and Executive Summary. These appendices constitute the basis for reviewing the process that was followed and assessing the appropriateness of the outcomes.

These appendices are not therefore included with the documentation for Senate. They can, however, be made available to Senators should they so wish.

Major modifications described in the Action Plan, contained within the Final Assessment Report, are subject to approval by the Carleton University Committee on Quality Assurance, the Senate Committee on Curriculum, Admission, and Studies Policy, the Senate Academic Program Committee (SAPC) and Senate as outlined in articles 7.5.1 and 5.1 of Carleton's IQAP.

Once approved by Senate, the Final Assessment Report, Executive Summary and Action Plan will be forwarded to the Ontario Universities' Council on Quality Assurance and to Carleton's

Board of Governors for information. The Executive Summary and Action Plan will be posted on the website of Carleton University's Office of the Vice-Provost and Associate Vice-President (Academic), as required by the provincial Quality Assurance Framework and Carleton's IQAP.

**Senate Motion April 27, 2018**

**THAT** Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the undergraduate programs in Human Rights.

**CARLETON UNIVERSITY COMMITTEE ON  
QUALITY ASSURANCE**

**Cyclical Review of the undergraduate programs in Human Rights  
Executive Summary and Final Assessment Report**

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

**EXECUTIVE SUMMARY**

The undergraduate programs in Human Rights (BA Honours, BA Combined Honours, BA General) reside in the Institute of Interdisciplinary Studies, a unit administered by the Faculty of Arts and Social Sciences.

As a consequence of the review, the programs were categorised by the Carleton University Committee on Quality Assurance (CUCQA) as being of **GOOD QUALITY** (Carleton's IQAP 7.2.12).

The External Reviewers' report, submitted to the Institute of Interdisciplinary Studies on August 22, 2016 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 Institute of Interdisciplinary Studies and the Dean of the Faculty of Arts and Social Sciences, in a response to the External Reviewers' report that was submitted to CUCQA on December 1<sup>st</sup>, 2016.

An Action Plan detailing how, when and by whom the recommendations will be implemented was received and approved by CUCQA on February 14, 2018.

## FINAL ASSESSMENT REPORT

### Introduction

The undergraduate programs in Human Rights (BA Honours, BA Combined Honours, BA General) reside in the Institute of Interdisciplinary Studies, a unit administered by the Faculty of Arts and Social Sciences. This review was conducted pursuant to the Quality Assurance Framework and Carleton's Institutional Quality Assurance Process (IQAP). As a consequence of the review, the programs were categorised by the Carleton University Committee on Quality Assurance (CUCQA) as being of **GOOD QUALITY** (Carleton's IQAP 7.2.12).

The site visit, which took place on March 31<sup>st</sup>- April 1<sup>st</sup>, 2015, was conducted by Dr. Malinda Smith from the University of Alberta, and Dr. Sunera Thobani from the University of British Columbia. The site visit involved formal meetings with the Vice-Provost and Associate Vice-President (Academic), the Dean of the Faculty of Arts and Social Sciences, and the Director of the Institute of Interdisciplinary Studies. The review committee also met with faculty members, contract instructors, staff, and undergraduate students.

The External Reviewers' report, submitted on August 22<sup>nd</sup>, 2016, offered a very positive assessment of the program.

This Final Assessment Report provides a summary of:

- Strengths of the programs
- Challenges faced by the programs
- Opportunities for program improvement and enhancement
- The Outcome of the Review
- The Action Plan

This report draws on eight documents:

- The Self-study developed by members of the review team. (Appendix A)
- The Report of the External Review Committee (Appendix B).
- Communication from CUCQA regarding the outcome of the external review (Appendix C)
- The response from the Director of the Institute of Interdisciplinary Studies and the Dean of the Faculty of Arts and Social Sciences to the Report of the External Review Committee (Appendix D).
- The internal discussant's recommendation report (Appendix E).
- The communication from CUCQA regarding the outcome of the review (Appendix F).
- The program's Action Plan (Appendix G)
- The acceptance by CUCQA of the Action Plan (Appendix H)

Appendix I contains brief biographies of the members of the External Review Committee.

This Final Assessment Report contains the Action Plan (Appendix G) agreed to by the Director of the Institute of Interdisciplinary Studies and the Dean of the Faculty of Arts and Social Sciences regarding the implementation of recommendations for program enhancement to have been advanced as a consequence of the cyclical program review process.

The Action Plan provides an account of who is responsible for implementing the agreed upon recommendations, as well as of the timelines for implementation and reporting.

### **Strengths of the programs**

#### *General*

The External Reviewers' Report states that "the external review team was particularly impressed with the obvious commitment of the continuing faculty, contract instructors, students, staff and unit and senior administrators to the HRP."

#### *Faculty*

The External Reviewers' Report states that they were "very impressed with the unit's ability to mount and deliver a strong, high quality undergraduate program in HR, particularly given the very modest faculty complement and the challenge of accessing teaching assistantships." They were particularly impressed by the faculty's "commitment to quality program design and excellence in curriculum delivery," though noted concern with "the HRP's capacity to continue to offer this strong program without significant investment of resources, including faculty positions, and more robust engagement with their sister unit."

#### *Students*

The External Reviewers' met with students during their site visit and found they were "overall very enthusiastic about the program" and showed "particular appreciation for the knowledge they acquired in individual classes and cumulatively over the course of the program."

### **Challenges faced by the programs**

While the programs are generally successful, the External Reviewers provided a statement on the challenges they have identified as below:

"The very talented, albeit relatively junior, faculty are currently overburdened and taxed to the limit by the rising demands on their time, and both professional and personal well-being. These demands are shaped by two factors: first, as a result of the program's success – such as rising student demand and uncertain teaching assistantships; and, second, because of professional and career expectations the faculty are having to supervise and mentor graduate students external to the HRP. Third, faculty are also overburdened by a cumbersome administrative structure. A fourth challenge familiar to all universities is the lack of adequate space and other resources that would organically provide cohesion to relatively new units and those within it. One consequence of the lack of adequate space is the erosion of a sense of community, cohesion, and camaraderie among faculty, contract instructors, and students."

### **Opportunities for program improvement and enhancement**

*A memo provided by the Office of the Vice- Provost and Associate Vice-President dated August 22, 2016 identified the following recommendations based on the External Reviewers' report, and additional items identified by CUCQA:*

### External Reviewers' Recommendations

The External Reviewers provided the following recommendations:

1. *Creation of a minimum of three new faculty positions to ensure the Institute's capacity to offer the undergraduate programs and develop a graduate program;*
2. *A peer and co-mentoring program for both faculty members and students: a) mentoring is required for new and continuing faculty for career advancement (the reviewers were concerned that there are no full-professors in the faculty complement), for accessing external research funding, for teaching etc.; b) mentoring is required for students for enhancing learning, applying for scholarships and awards, and especially for external applications like Canada Graduate Scholarship MA;*
3. *Creation of a mechanism to ensure ongoing communication between HRP and sister units, particularly with regard to curriculum development and course offerings; retreats with sister units are also recommended;*
4. *Creation of a mechanism for regular communication, consultation and feedback from students regarding curriculum and course offerings;*
5. *A dedicated space to build community, enhance collegiality, increase student interaction with faculty and CIs, and develop a distinct and cohesive program identity;*
6. *Development of a co-op program and the enhancement of the current Practicum option;*
7. *Provision of TAs, drawn from the Political Economy Program until such a time when the HR Graduate Program can meet this need;*
8. *Provisions be made in anticipation of the increased workload for administrative staff that will result from the new MA.*

### Additional CUCQA Recommendations

1. *The Reviewers highlight a few gaps in the Program's curriculum;*
2. *The Reviewers note that students reported dissatisfaction with classes where some of their peers lack substantive background in human rights;*
3. *The Reviewers believe that there should be a greater emphasis on connections between the classroom and the broader community;*
4. *The Reviewers see a need to build leadership capacity from within the HR program and across the Institute;*

### **The Outcome of the Review**

As a consequence of the review, the undergraduate programs in Human Rights were categorised by the Carleton University Committee on Quality Assurance (CUCQA) as being of **GOOD QUALITY** (Carleton's IQAP 7.2.12).

### **The Action Plan**

The recommendations that were put forward as a result of the review process were productively addressed by the Director of the Institute of Interdisciplinary Studies and the Dean of the Faculty of Arts and Social Sciences in a response to the External Reviewers' report that was considered by CUCQA on December 6<sup>th</sup>, 2016. An Action Plan detailing how, when and by whom the recommendations will be implemented was received and approved by CUCQA on February 14, 2018. The unit responded to all of the recommendations and additional concerns, and has provided an

ongoing plan for action and consideration on all items except additional concern #2. Additional concern #2 noted student dissatisfaction with courses where some of their peers lacked substantive background. The unit has provided rationale for not considering this comment based on the low number of student attendees (2) involved in meetings with the external reviewers, and that there was no other substantiating evidence for this dissatisfaction, with any evidence pointing to the contrary. The faculty resource issue identified by the External Reviewers in recommendation #1 is under discussion with the Dean in conjunction with the possibility of launching a graduate program.

It is to be noted that Carleton's IQAP provides for the monitoring of Action Plans. A joint report will be submitted by the academic unit and Faculty Dean, and forwarded to CUCQA for its review. In the case of the program in Human Rights, the majority of monitoring will be achieved by means of an update on the Action Plan, which is expected by June 30<sup>th</sup>, 2019.

### **The Next Cyclical Review**

The next cyclical review of the programs in Human Rights will be conducted during the 2022-23 academic year.

**HUMR Action Plan**  
**Submitted Jan 11, 2018**

<b>RECOMMENDATION</b>	<b>ACTION/ACTIVITY</b>	<b>TIMELINE</b>	<b>PERSONNEL RESPONSIBLE</b>
1. The Reviewers recommend the creation of a minimum of three new faculty positions to ensure the Institute's capacity to offer the undergraduate programs and develop a graduate program;	Discussion with Dean  Possible cluster hire awaits establishment of grad program	<ul style="list-style-type: none"> <li>• Fall 2017</li> </ul>	Director HR&SJ Faculty
2. Peer and co-mentoring program for both faculty members and students: a. mentoring is required for new and continuing faculty for career advancement	Pending cluster hire; mentoring only possible with a healthier faculty compliment	July 2018	Director HR&SJ Faculty
3. The Reviewers recommend the creation of a mechanism to ensure ongoing communication between HRP and sister units, particularly with regard to curriculum development and course offerings; retreats with sister units are also recommended;	Meeting with sponsoring departments  Regular contact with sponsoring depts.	<ul style="list-style-type: none"> <li>• Nov. 2016</li> <li>• On-going</li> </ul>	Director Associate Director
4. The Reviewers recommend the creation of a mechanism for regular communication, consultation and feedback from students regarding curriculum and course offerings;	CASG Student representation on IIS (HR&SJ?) Meetings	Ongoing: Rep started attending meetings in Nov. 2016	Director
5. The Reviewers recommend that the Program be provided with a dedicated space to build community, enhance collegiality, increase student interaction with faculty and CIs, and develop a distinct and cohesive program identity;	Negotiate with FASS Dean  Phased conversion of DT Floor # 13 as future home of IIS/HR&SJ	<ul style="list-style-type: none"> <li>• Fall 2016</li> <li>• Ongoing</li> </ul>	Director
6. The Reviewers recommend the development of a co-op program and the enhancement of the current Practicum option;	Discuss integration of co-operative option – agenda item for next HR&SJ meeting	Oct. 2017	HR&SJ Faculty
7. The Reviewers recommend the provision of TAs, drawn from the Political Economy Program until such a time when the HR Graduate Program can meet this need	Discussion with Associate Dean	Ongoing	Director
8. The Reviewers recommend that provisions be made in anticipation of	The review of administrative	Winter 2018	Director HR&SJ Faculty



the increased workload for administrative staff that will result from the new MA.	workload to be done as part of MA in SJ&HR self-study		
<i>Additional concerns</i>			
1. The Reviewers highlight a few serious gaps in the Program’s curriculum e.g. critical race theory	One new instructor hire  Discussion with Dean  Cluster hire awaits establishment of grad program	<ul style="list-style-type: none"> <li>• Winter 2018</li> <li>• Fall 2018</li> </ul>	Director HR&SJ Faculty
2. The Reviewers note that students reported dissatisfaction with classes where some of their peers lack substantive background in human rights.	No need for action; conclusion based on limited evidence (only two students talked with the Reviewers).	N/A	N/A
3. The Reviewers believe that there should be a greater emphasis on connections between the classroom and the broader community.	Discuss the practicum – agenda item for next HR&SJ meeting  Identify relevant organisations	<ul style="list-style-type: none"> <li>• Oct. 2017</li> <li>• Ongoing</li> </ul>	Director Practicum Coordinator HR&SJ Faculty
4. The Reviewers see a need to build leadership capacity from within the HR program and across the Institute.	Creation of IIS Associate Director position	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>	Director