



DATE: September 18, 2024

TO: Senate

FROM: Dr. David Hornsby, Vice-Provost and Associate Vice-President (Academic), and Chair,  
Senate Quality Assurance and Planning Committee

RE: Final Assessment Report and Executive Summary: Undergraduate Programs in Human  
Rights and Social Justice

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

The request to Senate is based on a recommendation from the Senate Quality Assurance and Planning Committee (SQAPC), which passed the following motion at its meeting of June 13, 2024:

**THAT** SQAPC 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 and Social Justice.

The Final Assessment Report and Executive Summary is provided pursuant to article 5.4.1. of the provincial Quality Assurance Framework and article 7.2.24 of Carleton's Institutional Quality Assurance Process (IQAP). Article 7.2.24.3 of Carleton's IQAP (passed by Senate in November 2021 and ratified by the Ontario Universities Council on Quality Assurance in April 2022) stipulates that, in approving the Final Assessment Report and Executive Summary 'the role of SQAPC 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 recommendations to Senate and fulfilling their responsibilities under the IQAP, members of SQAPC 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 therefore not included with the documentation for Senate. They can, however, be made available to Senators should they so wish.

Any major modifications described in the Implementation Plan, contained within the Final Assessment Report, are subject to approval by the Senate Committee on Curriculum, Admission, and Studies Policy, the Senate Quality Assurance and Planning Committee (SQAPC) and Senate as outlined in articles 7.4.1 and 5.1 of Carleton's IQAP.

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

Board of Governors for information. The Executive Summary and Implementation 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 September 27, 2024:**

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

**SENATE QUALITY ASSURANCE AND PLANNING COMMITTEE**  
**Cyclical Review of the undergraduate programs**  
**in Human Rights and Social Justice**  
**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 and Social Justice 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 and Social Justice 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 categorized by Carleton University's Senate Quality Assurance and Planning Committee (SQAPC) as being of good quality. (Carleton's IQAP 7.2.13-7.2.14).

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 Institute of Interdisciplinary Studies and the Dean of the Faculty of Arts and Social Sciences in responses to the External Reviewers' report and Implementation on Plan that was submitted to SQAPC on June 13, 2024.

## FINAL ASSESSMENT REPORT

### Introduction

The undergraduate programs in Human Rights and Social Justice 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 categorized by Carleton University's Senate Quality Assurance and Planning Committee (SQAPC) as being of good quality. (Carleton's IQAP 7.2.13-14).

The site visit, which took place on November 7-9, 2023, was conducted by Dr. Amanda DiPaolo from St. Thomas University, and Dr. Ann Braithwaite from the University of Prince Edward Island. The site visit involved formal meetings with the Provost, the Vice-Provost and Associate Vice-President (Academic), the Associate Dean of the Faculty of Arts and Social Sciences and the Director and Associate Director of the Institute of Interdisciplinary Studies. The review committee also met with faculty members, contract instructors, staff, and undergraduate and graduate students.

The External Reviewers' report, submitted on December 22, 2023 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 Implementation Plan

This report draws on five documents:

- The Self-study developed by members of the Institute of Interdisciplinary Studies (Appendix A)
- The Report of the External Review Committee (Appendix B).
- The response and implementation plan from the Director of the Institute of Interdisciplinary Studies (Appendix C)
- The Response from the Dean of the Faculty of Arts and Social Sciences (Appendix D).
- The internal discussant's recommendation report (Appendix E).

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

This Final Assessment Report contains the Implementation Plan (Appendix C) developed by the Director of the Institute of Interdisciplinary Studies and agreed to by the Dean of the Faculty of Arts and Social Sciences for the implementation of recommendations for program enhancement identified as part of the cyclical program review process.

The Implementation Plan identifies who is responsible for implementing the agreed upon recommendations, as well as the timelines for implementation and reporting.

## **Strengths of the programs**

### *General*

The External Reviewers' Report states that "HRSJ is a dynamic program that offers students the intellectual tools to address some of the most pressing social issues we all currently face. It is also a program at an exciting moment in its evolution, and one we're happy to fully support."

### *Faculty*

Speaking with regard to faculty, the external reviewers' stated:

"The HRSJ faculty are exceptionally qualified. Full-time faculty members hold Ph.D.s, acquire substantial funding, maintain robust research agendas, and are award-winning. Faculty areas of expertise are cultivated through research, activism, and lived experiences, all directly informing teaching, thus enhancing the overall quality of the program and commitment to student mentoring."

### *Students*

The external reviewers noted that "When speaking to students in the program, it became evident that students are achieving the program-level learning outcomes. Students spoke in high regard about the interdisciplinary approach enriching their educational experience giving them a "deeper understanding of what is going on in the world (LA2)." Students appreciated that the program was "Global in nature," didn't just focus on the Western canon, and incorporated "Global south and indigenous views (LA1)." Students spoke about how their "views change and become more nuanced" from year to year, while also giving them "great grounding" in ethical issues (LA 2, LA 4, LA5)".

### *Curriculum*

The external reviewers noted that "The program structure provides a solid foundation in human rights and social justice theories, encourages interdisciplinary exploration, and allows students to tailor their education to their interests. Thematic groups and degree-specific requirements ensure a well-rounded understanding of issues, fostering critical and analytical thinking."

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

The External Reviewers' Report made 6 recommendations for improvement:

1. That HRSJ be allocated a new faculty position in the very near term (1-2 years maximum), and that the administration work with the program to plan for another position in the medium term (3-5 years).
2. That the program also explore the merits of the fourth year "capstone" experience.
3. That the program undertake a series of ongoing conversations with faculty teaching courses in other disciplines that are counted for the HRSJ degrees.
4. That the program develop mechanisms (regular retreats, for instance) to more fully explore and articulate what they do and how they do it.

5. That administration take the diversity represented by the program faculty, and the issues that that points to, as an opportunity to work with HRSJ faculty to collaboratively explore ways to ensure safe and equitable working conditions for all faculty members.

6. That the program continue to foster more experiential learning opportunities for students, such as a Co-Op program that both students and faculty highlight as a desired initiative.

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

As a consequence of the review, the undergraduate programs in Human Rights and Social Justice were categorized by Carleton University's Senate Quality Assurance and Planning Committee (SQAPC) as being of **GOOD QUALITY** (Carleton's IQAP 7.2.13-14).

### **The Implementation 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 responses to the External Reviewers' report and Implementation Plan that was considered by SQAPC on June 13, 2024. The Unit agreed unconditionally to recommendations #4 and 6, and agreed to recommendations #2, 3 and 5 in principle. They also agreed to recommendation #1 if additional resources permit.

It is to be noted that Carleton's IQAP provides for the monitoring of implementation plans. A monitoring report is to be submitted by the academic unit(s) and Faculty Dean(s), and forwarded to SQAPC for its review by June 30<sup>th</sup>, 2027.

### **The Next Cyclical Review**

The next cyclical review of the undergraduate programs in Human Rights and Social Justice will be conducted during the 2029-30 academic year.

**Human Rights and Social Justice**  
**Unit Response to External Reviewers' Report & Implementation Plan**  
**Programs Being Reviewed: Undergraduate Programs**

**Note: This document is forwarded to Senate, the Quality Council and posted on the Vice- Provost's external website.**

**Introduction & General Comments**

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

*[Sample Text: The Department/School/Institute was pleased to receive the Reviewers' very positive External Reviewers' report on [date]. This report was shared with our faculty and staff, and we are committed to the continual improvement of our programs to enhance the student, staff, and faculty experience. This document contains both a response to the External Reviewers' Report and an Implementation 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. In these cases, discussions with the Deans will normally be required and therefore identified as an action item.

**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).

**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.

**Hiring**

Where an action item requires additional hiring (faculty or staff) the owner should at minimum include the Dean of the faculty and member of the unit.

## UNIT RESPONSE AND IMPLEMENTATION PLAN

Programs Being Reviewed: Human Rights and Social Justice

Prepared by (name/position/unit/date): Dr. Julie Garlen, May 21, 2024

External Reviewer Recommendation & Categorization	Unit Response (choose only one for each recommendation): 1- Agreed to unconditionally 2- Agreed to if additional resources permit (describe resources) 3- Agreed to in principle 4- Not agreed to Rationales are required for categories 2, 3 & 4	Action Item	Owner	Timeline	Will the action described require calendar changes? (Y or N)
1. We strongly recommend that HRSJ be allocated a new faculty position in the very near term (1-2 years maximum), and that the administration work with the program to plan for another position in the medium term (3-5 years) (p.13) (Concern)	2. Agreed to if additional resources permit. The unit strongly agrees with this recommendation in light of the new MA program, faculty complement size, and anticipated program growth, but hiring decisions are up to the Dean.	The IIS Director will have a consultation with the Dean to discuss opportunities for suggested hire.	Director & Dean	August 2024	N
2. We recommend that the program also explore the merits of the fourth year "capstone" experience (p. 8) (Opportunity)	3. Agreed to in principle, however this requires further review/need analysis with the students. Further consultation is needed to determine whether there is demand and capacity given current faculty teaching and administrative loads.	IIS Director will facilitate further conversation with program faculty and existing students to determine feasibility of this recommendation.	Director; Undergraduate Supervisor; Program faculty members	August 2024	N
3. We recommend that the program undertake a series of ongoing conversations with faculty teaching courses in other disciplines that are counted for the HRSJ degrees (p.8) (Opportunity)	3. Agreed to in principle. The program has recently implemented curriculum changes to reduce the number of courses in other disciplines that are counted toward program requirements, and syllabi/ course offerings were reviewed in this revision process. However, as there are still courses in other units that can be taken as part of the major, we agree to explore potential means of communicating with faculty teaching those courses.	N/A	Director; Program Faculty members; other unit directors	August 2024	



<p>4. We recommend that the program develop mechanisms (regular retreats, for instance) to more fully explore and articulate what they do and how they do it (p.8) (Opportunity)</p>	<p>1. Agreed to unconditionally.</p>	<p>A retreat will be planned for Fall 2024 to discuss these items.</p>	<p>Director, Associate Director, faculty members</p>	<p>August 2024</p>	<p>N</p>
<p>5. We also recommend that administration take the diversity represented by the program faculty, and the issues that that points to, as an opportunity to work with HRSJ faculty to collaboratively explore ways to ensure safe and equitable working conditions for all faculty members (p.14) (Opportunity)</p>	<p>3. Agreed to in principle. While HRSJ agrees that there is an opportunity to work with the administration to support equity in the workplace, this recommendation requires support and ongoing effort from administration at unit, faculty, and university levels.</p>	<p>Program faculty will discuss these issues during the program retreat and request that individuals from EIC and/or the ODFASS office to speak to these issues.</p>	<p>Director, Program faculty members, Dean, Equity and Inclusive Communities</p>	<p>August 2024</p>	<p>N</p>
<p>6. We recommend that the program continue to foster more experiential learning opportunities for students, such as a Co-Op program that both students and faculty highlight as a desired initiative (p.4) (Opportunity)</p>	<p>1. Agreed to unconditionally. We already offer a practicum option but have not been able to offer it due to lack of demand and faculty resources. We applied for a co-op.</p>	<p>The co-op option has been submitted and approved with an expected 25/26 launch. We will continue to offer a practicum as demand and faculty resources allow.</p>	<p>Director, Associate Director, Program faculty members</p>	<p>April 2024</p>	<p>Y</p>