



Cyclical Program Review Final Assessment Report

Programs Reviewed: **Biology (BA, BAH, BSc, BScH, MSc, PhD)**
 Biotechnology [in partnership with St. Lawrence College]
 (BScH; BScH plus advanced college diploma)

In accordance with Queen's University Quality Assurance Processes (QUQAP), this final assessment report provides a synthesis of the external evaluation, internal responses and assessment of the above programs. This report identifies the significant strengths of the programs and opportunities for program improvement. It sets out and prioritizes the recommendations that have been selected for implementation.

An implementation plan is attached that identifies:

- who will be responsible for acting on and monitoring progress on the recommendations,
- any resource or governance implications resulting from the recommendations, and
- timelines for implementation of the recommendations.

Summary of Review

- 1) The department's self-study was reviewed by the Dean, Faculty of Arts and Science, Vice-Provost and Dean, School of Graduate Studies and Vice-Provost (Teaching and Learning). It was approved on 29 August 2017.
- 2) The review team visit took place on 8th – 9th March 2018. The review team members were:
 - i. Dr. Michael Caldwell, Department of Biological Sciences, University of Alberta
 - ii. Dr. Teresa Crease, Department of Integrative Biology, University of Guelph
 - iii. Dr. Scott Lamoureux, Department of Geography and Planning, Queen's University
- 3) The visit included a tour of facilities and meetings with
 - i. Students (undergraduate and graduate)
 - ii. Faculty
 - iii. Staff
 - iv. Liaison librarian
 - v. Cognate department heads
 - vi. Vice-Dean & Acting Associate Dean, Faculty of Arts and Science
 - vii. Vice-Provost and Dean and Associate Dean, School of Graduate Studies
 - viii. Vice-Provost (Teaching and Learning)
- 4) The review team reported on 21 March 2018. Responses to the review team report were provided by the Head, Department of Biology, Dean, Faculty of Arts and Science and Vice-Provost and Dean, School of Graduate Studies.

- 5) The Senate Cyclical Program Review Committee considered all the documentation at its meeting on 15 June 2018, and reported to the Provost on the programs' strengths, opportunities for enhancement and recommendations for improvement.

The following strengths were noted:

- Excellent overall student experience.
- Outstanding quality of both undergraduate and graduate programs.
- Holistic department with strong: research, teaching, faculty, staff, undergraduate and graduate students.
- Additional student support provided through a Peer Writing Assistance Program and development of Major Maps and Grad Maps.
- Commitment to promoting Academic Integrity.
- Favourable student/professor classroom contact time and opportunity.
- Ongoing commitment to curricular innovation and quality learning for undergraduate and graduate students.

The following opportunities for enhancement were noted:

- In order to achieve departmental equity goals, search for academic excellence in a diverse faculty hiring pool.
- In conjunction with the Centre for Teaching and Learning, launch a thorough review of undergraduate and graduate curriculum. Take into account new faculty hires and recent faculty retirements.
- Going forward, develop a strategy and vision to renew research productivity, increase graduate student cohort and increase tri-council funding.
- To enhance student learning, encourage students and faculty to actively engage with the liaison librarian and library services. Consult with library about raising awareness of Open Educational Resources.

Date of next review:

2025-2026

Prepared by Vice-Provost (Teaching and Learning)

30 September 2018



Implementation Plan

Recommendations		Proposed Follow-up	Responsibility for Leading Follow-up	Resource or Governance Implications	Timeline for Addressing Recommendation
1.	Reviewers recommend that the Unit communicate with undergraduate students regarding efforts to integrate course outcomes, program outcomes and career outcomes.	Enhance Biology DSC representative involvement in undergraduate committee meetings and departmental meetings. Enhance direct communication with undergraduates by improving departmental website and adding monitor in the atrium.	Department Head	Human resources to be provided by department	By December 2018
2a.	Reviewers recommend that the Unit and the School of Graduate Studies develop a recruitment fund program to allow staff and faculty to	Recommendation not supported by the Provost and Vice-Principal (Academic). The Department of Biology already participates in a recruitment fund program recently initiated by the Faculty of Arts and Science.			

Recommendations		Proposed Follow-up	Responsibility for Leading Follow-up	Resource or Governance Implications	Timeline for Addressing Recommendation
	promote nationally Queen's Biology Graduate Studies.				
2b.	Reviewers recommend that the Unit and the School of Graduate Studies identify academic and non-academic career opportunities and focus on professional development training for both academic and non-academic careers.	Unit to continue to promote student awareness of resources provided by School of Graduate Studies	Department Head	Human Resources to be provided by department	Ongoing
3a.	Reviewers recommend that the Unit develop and articulate a strategic plan and vision on both number and discipline-specific diversity of professoriate.	Develop strategic plan by engaging all members of the department. Organize departmental retreat	Department Head	Human Resources to be provided by department	By September 2019
3b.	Reviewers recommend that the Unit develop a mechanism to assess research	Recommendation not supported by Provost and Vice-Principal (Academic). Annual reviews already exist. Department encouraged to review workload document. Head to continue to encourage and promote active research and publications.			

Recommendations		Proposed Follow-up	Responsibility for Leading Follow-up	Resource or Governance Implications	Timeline for Addressing Recommendation
	output/contributions, and if weak to non-existent, reassign duties to a teaching-only appointment for professoriate.				
3c.	Reviewers recommend that the unit create a “new faculty” mentorship program at the Unit level.	By seeking input from cognate departmental heads and the faculty office, department head to create and implement a faculty mentorship program	Department Head	Human Resources to be provide by department	By July 2019
3d.	Reviewers recommend that the Faculty of Arts and Science establish the framework of a competitive start-up fund for new faculty.	Recommendation not supported by Provost and Vice-Principal (Academic). Start-up packages for new hires already exist.			
3e.	Reviewers recommend that the Faculty of Arts and Science develop a clearly	Recommendation is the purview of the Provost and Vice-Principal (Academic).			

Recommendations		Proposed Follow-up	Responsibility for Leading Follow-up	Resource or Governance Implications	Timeline for Addressing Recommendation
	articulated and financed spousal hiring philosophy.				
3f.	Reviewers recommend that the University Accelerate the rate of faculty replacements and new hires.	Department to develop a well-articulated, long-term strategic hiring plan	Department Head	Human Resources to be provided by department	September 2019
4a.	Reviewers recommend that the Unit include non-academic staff at all departmental retreats.	Department Head to extend invitation to non-academic staff to departmental retreats. Ensure non-academic staff feel welcomed and their participation valued	Department Head	Human Resources to be provided by department	Next departmental retreat
4b.	Reviewers recommend that the Unit include staff at faculty and graduate student social events and to create an annual Staff Appreciation Event.	Ensure non-academic staff and graduate students are invited to social events. Initiate departmental staff appreciation events.	Department Head	Human Resources to be provided by department	Ongoing
5.	Reviewers recommend that the Head of the Unit define the role of Program	Review job descriptions of Program Associates. Consider expanding PA	Department Head	Human Resources to be provided by department	By July 2019

Recommendations		Proposed Follow-up	Responsibility for Leading Follow-up	Resource or Governance Implications	Timeline for Addressing Recommendation
	Associates in order to create a positive working environment.	resources to non-lab courses			
6a.	Reviewers recommend that the unit create an introductory graduate course that is tailored to “biology” not to EEB, MCIB and PEARL expectations.	Recommendation not supported by Provost and Vice-Principal (Academic). Biology 824 already exists and addresses this recommendation.			
6b.	Reviewers recommend that the Unit/FAS/SGS top up scholarships to recognize achievement of scholarship holders and their value to Queen’s.	Recommendation not supported by Provost and Vice-Principal (Academic). Tri-Council Agency Recipient Recognition Awards already exist. School of Graduate Studies will continue to provide funds to departments based on domestic Masters and PhD headcounts and international PhD headcounts.			
7.	Reviewers recommend that the University attend to the physical infrastructure of the Department of Biology.	Meet with representatives of Campus Planning and PPS to identify and prioritize physical infrastructure needs	Department Head in conjunction with Associate Dean, Arts and Science	Human Resources to be provided by department	By Spring 2019

Recommendations		Proposed Follow-up	Responsibility for Leading Follow-up	Resource or Governance Implications	Timeline for Addressing Recommendation
8a.	Reviewers suggest that the Unit invite the embedded librarian staff member to attend Unit's council and become integrated at all levels into the Unit.	Seek advice from embedded librarian staff member when redesigning labs, tutorials and courses	Department Head	Human Resources provided by department	Ongoing
8b.	Reviewers recommend that the Unit involve the librarian in second year programming to assist with undergraduate training.	Oversight committee to seek advice from embedded librarian staff member during redevelopment of second-year labs	Department Head	Human Resources provided by department	Ongoing
9.	Reviewers recommend that the Unit focus on community and morale regarding longstanding divisions between EEB/PEARL and MCIB.	Encourage community building and boost morale by focusing on faculty renewal, diversity, mentorship, communication, institutional support, and the revival of a shared departmental vision of success	Department Head	Human Resources provided by department	Ongoing


Recommendations		Proposed Follow-up	Responsibility for Leading Follow-up	Resource or Governance Implications	Timeline for Addressing Recommendation
10.	Reviewers recommend that the Faculty of Arts and Science return decision-making on hiring priorities and joint appointments to departmental units to allow coherent match to departmental vision.	Recommendation not supported by Provost and Vice-Principal (Academic). Faculty renewal strategies are within the purview of the faculty/school.			

The Dean, Faculty of Arts and Science shall be responsible for monitoring the implementation plan. The details of progress made will be presented in writing to the Provost and Vice-Provost (Teaching and Learning) and filed in the Office of the Provost and Vice-Principal (Academic). Monitoring reports will be posted on the university web site.

Final Assessment Report & Implementation Plan

Approval Date – 30 September 2018


Vice-Provost (Teaching and Learning)


Signature

Vice-Provost and Dean, School of Graduate Studies


Signature

Dean, Faculty of Arts and Science


Signature

**Final status of the Academic Programs
in the Department of Biology**

Approved to Continue

Date of next program review

2025-2026 Academic Year