



Cyclical Program Review Final Assessment Report

Programs Reviewed: **Master of Industrial Relations**
 Professional Master of Industrial Relations
 Juris Doctorate /Master of Industrial Relations
 Undergraduate Certificate in Employment Relations

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 program'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 19 December 2017.
- 2) The review team visit took place on 1st – 2nd March 2018. The review team members were:
 - i. Dr. Alexander Colvin, School of Industrial and Labour Relations, Cornell University
 - ii. Dr. Rafael Gomez, Centre for Industrial Relations and Human Resources, University of Toronto
 - iii. Dr. Eleanor MacDonald, Department of Political Studies, Queen's University
- 3) The visit included a tour of facilities and meetings with
 - i. Students (undergraduate and graduate)
 - ii. Faculty
 - iii. Staff including Arts and Science Online
 - iv. Director, Centre for Law in the Contemporary Workplace
 - v. Vice-Dean and Associate Dean, Faculty of Arts and Science
 - vi. Vice-Provost and Dean and Associate Dean School of Graduate Studies
 - vii. Vice-Provost (Teaching and Learning)

- 4) The review team reported on 14 March 2018. Responses to the review team report were provided by the Director, Graduate and Undergraduate Employment Relations programs, 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:

- Strong core tenure stream faculty members with a commitment to pedagogy and willingness to embrace new and innovative opportunities.
- Well articulated Degree Level Expectations at both undergraduate and graduate level.
- Enriched graduate student experience that develops students with excellent professional and transferable skills.
- Success of graduates to find meaningful employment particularly in the Master of Industrial Relations/Juris Doctor and Profession Master of Industrial Relations programs.
- Strong management of the Master of Industrial Relations program that is fiscally stable and sustainable.
- High degree of camaraderie among the students in the Master of Industrial Relations program.
- Initiative to access resources available from the Centre for Teaching and Learning and the Arts and Science Online when developing new innovative courses and the undergraduate certificate in employment relations.

The following opportunities for enhancement were noted:

- In light of recent changes, including the establishment of the undergraduate certificate in employment relations, refresh the programs' vision and mission.
- Explore opportunities to attract more international students.
- Increase programming in the areas of diversity and inclusion in the workplace and international labour and employment. Explore the opportunity to partner with other universities to deliver international labour and employment courses and programs.
- Explore additional opportunities to partner with allied units, building on the success of the partnership with the Dan School of Drama and Music.
- Explore opportunities to develop graduate level diplomas as ladders into the Professional Master of Industrial Relations program, including the one under consideration in the area of Healthcare Employment Relations.

The Industrial Relations' academic programs in the Faculty of Arts and Science have been approved to continue.

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 there is a need for a larger complement of undergraduate employment courses and degree offerings. That could include a minor in Employment Relations, and establishment of a major or medial incorporating Employment Relations.	Continue development of new undergraduate employment courses and credentials. Engage resources provided by Centre for Teaching and Learning and Arts and Science Online	Director, Graduate & Undergraduate Employment Relations programs	Human Resources to be provided by Program	Ongoing for next 3 - 5 years
2. Reviewers recommend that there is a need to expand the offering of certain key courses in Employment Relations, including	Continue expansion of key graduate and undergraduate courses. On the graduate side, move toward courses	Director, Graduate & Undergraduate Employment Relations programs	Human Resources to be provided by Program	Ongoing for next 3 – 5 years

Recommendations	Proposed Follow-up	Responsibility for Leading Follow-up	Resource or Governance Implications	Timeline for Addressing Recommendation
Employment Health and Wellbeing, International Employment Relations, and Diversity in the Workplace.	that can be delivered on a regular basis so not to limit access to content for one-year programs			
3. Reviewers recommend that there is a need for greater student funding.	Continue advancement activities and the establishment of regular TA positions in the undergraduate programs	Director, Graduate & Undergraduate Employment Relations programs	Human Resources to be provided by Program	Ongoing
4. Reviewers recommend that the expansion of the undergraduate program could justify the creation of TA-ship opportunities for Masters Students.	Evaluate measured expansion of TA positions based upon undergraduate enrolment	Director, Graduate & Undergraduate Employment Relations programs	Human Resources to be provided by Program	Ongoing
5. Reviewers recommend the establishment of 1 and/or 2 year Teaching Fellowships for external Post-Docs in Industrial Relations to	Recommendation not endorsed by the Provost and Vice-Principal (Academic). Establishment of a PhD program in the long-term may warrant revisiting this recommendation in the future.			

Recommendations	Proposed Follow-up	Responsibility for Leading Follow-up	Resource or Governance Implications	Timeline for Addressing Recommendation
provide teaching support to the Unit and train the future academics.				
6. Reviewers recommend the establishment of a more formal system for maintaining connections to and communicating with the MIR alumni.	Enhance existing methods of Alumni outreach	Director, Graduate & Undergraduate Employment Relations programs	Human Resources to be provided by Program	Initial steps implemented by Winter term 2019 then ongoing
7. Reviewers recommend that the program moves the endowment for the Woods lecture to the MIR program. Part of the fund can be used for an annual Woods award.	Unit to work with the Faculty of Arts & Science to explore the feasibility of repatriation of the Wood award	Director, Graduate & Undergraduate Employment Relations programs and Dean, Faculty of Arts & Science	Human Resources to be provided by Program and Faculty Office	Decision to be made by Fall 2019

Recommendations		Proposed Follow-up	Responsibility for Leading Follow-up	Resource or Governance Implications	Timeline for Addressing Recommendation
8.	The Reviewers recommend that the MIR program, now that it has an undergraduate program, should be formally recognized as a Department under the Faculty of Arts and Science.	Faculty of Arts & Science to consider recommendation in light of: the overall preferred organization of the faculty; and, optimal timing for transitioning from a unit to a department	Dean, Faculty of Arts and Science	Human Resources to be provided by faculty	Recommendation to be formally considered by Arts and Science by Winter 2019
9.	Reviewers recommend that the program develops a more formal career development seminar to help MIR students navigate the transition from the program to industry.	Develop a non-credit course in consultation with faculty, graduate students and MIR Alumni with the support of Career Services	Director, Graduate & Undergraduate Employment Relations programs	Human Resources to be provided by Program and Career Services	By September 2019
10.	Reviewers recommend that the program hires 1-2 additional tenure track faculty members, with	Unit to create strategic plan that addresses future faculty hiring and succession planning.	Director, Graduate & Undergraduate Employment Relations	Human resources to be provided by Program and Faculty Office	Ongoing

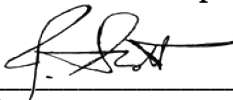
Recommendations	Proposed Follow-up	Responsibility for Leading Follow-up	Resource or Governance Implications	Timeline for Addressing Recommendation
particularly priorities in the area of i) diversity and inclusion in work and employment, ii) international labor and employment issues and globalization.	Faculty office to continue to assess the Unit's needs and advocate for new faculty hires	programs in conjunction with Dean, Arts & Science		

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 Industrial Relations' academic programs

Approved to Continue

Date of next program review

2025-2026 Academic Year