

Queen's University Quality Assurance Processes

Cyclical Program Review Progress Report

This form is for use by academic units and Deans to report on the progress made on Cyclical Program Review Implementation Plans. Progress Reports are important steps in the overall cycle of continuous improvement as they provide opportunity for reflection as well as for planning ahead to the next stage of the Cyclical Program Review (QUQAP 6.9.3.1).

Please complete the table below to report on progress made in the past 18 Months against the implementation plan.

Once the unit completes their section of the form, please return a signed copy to gugap@queensu.ca. The form will then be sent to the Faculty Dean and the Dean, SGSPA (if applicable) for their comments and signatures, then to the Vice-Provost, Teaching and Learning for review and signature. It will then be submitted to the Senate Cyclical Program Review Committee (SCPRC) for review and approval, then to Senate for information. **All monitoring reports will be posted on the Provost's Quality Assurance website**, and academic units are strongly encouraged to post the reports on their own websites.

Name of Program(s) under Review
Master of Science and PhD in Biomedical and Molecular Sciences, with the following Fields of Specialization: <ul style="list-style-type: none">o Biochemistry and Cell Biologyo Experimental Medicineo Microbes, Immunity, and Inflammationo Reproduction and Developmental Scienceso Therapeutics, Drug Development, and Human Toxicology Master of Science in Anatomical Sciences (MScAS) Graduate Diploma in Pharmaceutical & Healthcare Management & Innovation (GDip (PHMI)).

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1. Prelude statement

This prelude statement is added from Katrina Gee, Associate Head of Grad Studies for DBMS and Interim Department Head.

During the initial CPR review period, I served as Associate Head, and as of January 2025, I accepted the role of Interim Department Head for DBMS while continuing to oversee many aspects of the DBMS graduate programs. These leadership transitions have contributed to some delays in fully addressing the timelines associated with the recommendations outlined below, and I have noted these occurrences accordingly. Additionally, Queen's Health Sciences (QHS) experienced several changes in leadership during this reporting period, culminating in the appointment of Dean Tannock as of July 1, 2025. As a result of these shifts within both DBMS and QHS, some of the recommended actions may be approached differently than originally anticipated. Additionally, once a new Head of DBMS is chosen, we will also have a "full time" graduate program head in place to lead the changes outlined below.

2. Academic Unit Report

2.1 Recommendation 1: Core shared facilities – we support the initiative for renewed and centralized equipment and technical support. This is valuable from many perspectives, and we encourage the continued use of this model.

Proposed follow-up:	Continue successful initiatives to apply for infrastructure and equipment funding. Complete and implement business plan for operation of equipment in the core facilities.
Responsibility for leading follow-up:	Department Head, Scientific/Technical and Academic Directors.
Timeline for addressing recommendation:	Funding applications as competitions arise. Complete business plan by end of 2023-2024 academic year.
What is the current status of the follow-up?	Completed
Include a completion percentage:	100%
Please provide a brief description of the current, completed or planned work:	We continue to apply successfully for infrastructure funding through NSERC RTI and CFI-IOF programs. As new faculty are hired, their equipment needs are supported through CFI-IOF applications, ensuring that resources are directed toward high-cost, state-of-the-art instruments while avoiding duplication of existing assets. New investigators are also provided access to the Discovery Lab and supplied with basic laboratory equipment. This maximizes the impact of CFI dollars by ensuring they are dedicated to advanced technologies not otherwise available within the department. The business plan for our core facilities has been completed and is updated on an ongoing basis to reflect evolving needs and priorities.

<p>If the recommendation has not been fully addressed within the proposed timeline, please provide a rationale as well as a plan for moving forward:</p>	
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2.2 Recommendation 2: DBMS needs to establish and maintain metrics collection, analysis, and integration for program quality improvement. They need to design appropriate metrics for program evaluation (e.g., composition of core faculty; FTE students/FTE faculty; frequency of courses offerings, number of students in classes, time to-completion of degrees, student/faculty demographics, current positions of program graduates and additional metrics as required for the program).

<p>Proposed follow-up:</p>	<p>Consulting with Institutional Research and Planning and SGSPA, department to develop and implement an improved tracking system for student population including:</p> <ul style="list-style-type: none"> -the metrics listed -scholarships and awards -exam details -recent graduate outcomes -demographic details of faculty and students.
<p>Responsibility for leading follow-up:</p>	<p>Associate Head, Graduate Studies, DBMS</p>
<p>Timeline for addressing recommendation:</p>	<p>Data collection methods established by end of summer 2024 term.</p> <p>Regular data collection thereafter to facilitate reporting and analysis in next cyclical program review.</p>
<p>What is the current status of the follow-up?</p> <p>Include a completion percentage:</p>	<p>Completed</p> <p>100%</p>
<p>Please provide a brief description of the current, completed or planned work:</p>	<p>We have implemented a tracking system that is completed by our program assistants.</p>
<p>If the recommendation has not been fully addressed within the proposed timeline, please provide a rationale as well as a plan for moving forward:</p>	

2.3 Recommendation 3: The EDI Committee should build an action plan, using many of the existing resources at Queen’s, to integrate EDI initiatives in all departmental activities and continuously improve the plan with new learnings regarding EDII. This should include initiatives to increase diversity in graduate recruitment. We commend the success in recent faculty recruitment from equity-deserving groups. DBMS needs to ensure compliance with AODA training requirements for faculty and all graduate students acting on data provided centrally.

Proposed follow-up:	<p>Committee to develop and implement comprehensive action plan and keep it under review.</p> <p>SCPRC recommended that the department work with the Associate Dean, EDIIA on developing learnings on EDIIA.</p> <p>Department to follow up on identified AODA training gaps on a regular basis, no less than two times per year</p>
Responsibility for leading follow-up:	Head, DBMS
Timeline for addressing recommendation:	<p>Complete action plan by end December 2024.</p> <p>Monitoring of implementation on annual basis thereafter: progress shared with department.</p> <p>Training reminders to continue until 100% AODA compliance reached.</p>
What is the current status of the follow-up?	In process
Include a completion percentage:	>50%
Please provide a brief description of the current, completed or planned work:	Our department manager, Jackie Moore, has followed up with all faculty members that have not completed AODA training.
If the recommendation has not been fully addressed within the proposed timeline, please provide a rationale as well as a plan for moving forward:	Accomplishing this task has taken longer than anticipated. Our plan is to follow up with all faculty by September 30 2025, with the goal of having 100% compliance by December 1 2025.

2.4 Recommendation 4: Provide a more cohesive framework – values, mission, vision, strategic priorities. Aligning hires to strategic research areas, course offerings, and overall graduate program structure. Clear articulation of the governance structure of the Department. Consider revision of the Terms of Reference for your Post-Graduate Education Committee (PEC) to provide structure and focus and enhance interdisciplinarity (e.g., composition, membership, objectives, necessity of field leaders, meeting frequency, roles of coordinator, associate coordinator, and members).

Proposed follow-up:	<p>Ensure that all decisions on hiring requests, course offerings and program structure are informed by the strategic priorities identified in recent years.</p> <p>Ensure the business of PEC and other departmental forums is driven by strategic objectives.</p> <p>Organize annual retreats to review progress in implementing strategic objectives.</p>
Responsibility for leading follow-up:	Head and Associate Head, Graduate Studies, DBMS
Timeline for addressing recommendation:	<p>Terms of reference for PEC to be updated by Fall 2023.</p> <p>Annual review of progress implementing strategic objectives.</p>
What is the current status of the follow-up?	Completed
Include a completion percentage:	100%
Please provide a brief description of the current, completed or planned work:	<p>The terms of reference for the PEC have been updated. Members of the PEC meet regularly to review program offerings.</p> <p>Hiring of new faculty is being driven by strategic priorities in accordance with the Dean of Health Sciences. This is an ongoing process as we are currently in the process of hiring into 3 new positions.</p>
If the recommendation has not been fully addressed within the proposed timeline, please provide a rationale as well as a plan for moving forward:	

2.5 Recommendation 5: Differentiate Degree Level Expectations and revise Program-level Learning Outcomes (PLOs) for the thesis-based MSc and PhD programs and clearly articulate to your students and faculty.

Generate full course summaries of all graduate courses, and a description of how they align with Program-level Learning Outcomes. Consider eliminating low-enrolment courses, and those that lack alignment with your programs.

Proposed follow-up:	<p>Post the existing information on program websites.</p> <p>Revise the PLOs to reflect skills developed in the interdisciplinary research and teaching environment.</p> <p>Create a common course syllabus template for all courses in the programs.</p> <p>Examine the need for courses with low enrolment, decide on removal of these courses.</p>
Responsibility for leading follow-up:	Associate Head, Graduate Studies, DBMS and Post-graduate Education Committee.
Timeline for addressing recommendation:	<p>Websites updated by Fall 2023.</p> <p>Curriculum mapping 2024-2026, including:</p> <p>Revised PLOs by end of 2024-2025 academic year.</p> <p>Course syllabus template to be completed for use in 2025-2026 academic year.</p> <p>Consideration of changes to course offerings: 2024 -2025.</p> <p>Updated courses begin to be offered in 2024-2025 academic year, completion in 2025-2026.</p>
<p>What is the current status of the follow-up?</p> <p>Include a completion percentage:</p>	<p>In process</p> <p>75%</p>
Please provide a brief description of the current, completed or planned work:	Course syllabus template has been provided to all faculty. We are still in the process of updating course offerings and expect this to continue to change as new faculty hires initiate their research. We are expecting 3 new hires, two of which will be research-intensive. It is expected that once individuals are hired into these positions, our graduate course offerings will continue to evolve.

	<p>We have deleted over 10 courses that had low to zero enrollments and/or were coordinated by faculty who have since retired. This has refined our offerings significantly. Several faculty are in the process of updating their course offerings or have already done so.</p>
<p>If the recommendation has not been fully addressed within the proposed timeline, please provide a rationale as well as a plan for moving forward:</p>	<p>As mentioned above, this process is ongoing, and we will continue to review, revise and update our course offerings over the next 2 years as we onboard new faculty.</p> <p>The plan is to review the graduate course offerings in spring 2026 at a Graduate Program retreat that will involve all teaching faculty and student representatives. We also plan to have an annual retreat/review of graduate program offerings:</p> <p>It is hoped that this engagement will:</p> <ol style="list-style-type: none"> 1) Incentivise all faculty to update their course syllabi 2) Encourage discussion in related topic areas to streamline educational deliverables to our students 3) Identify areas for improvement and/or for new course development <p>Timeline: Updated current course syllabi: complete by April 2026 Revised PLOs: complete by April 2026 Faculty retreat: May/June 2026 Initial revising of graduate courses: complete by September 2026 Faculty retreat: May/June 2027 Revised graduate course offerings: complete by September 2027</p>

2.6 Recommendation 6: Delivery of the Pattern-1 graduate programs should be independent of research fields to encourage interdisciplinary collaboration and reduce redundancy of course offerings.

<p>Proposed follow-up:</p>	<p>Decide whether to retain fields of specialization in the Pattern-1 programs.</p> <p>If appropriate, develop program major modification proposal to update field designations.</p> <p>Ensure that program communications (e.g., website, handbooks) clearly reflect current research.</p>
<p>Responsibility for leading follow-up:</p>	<p>Head and Associate Head, Graduate Studies, DBMS, consulting with Post-graduate Education Committee.</p>
<p>Timeline for addressing recommendation:</p>	<p>If appropriate, approval of field deletion in 2024-2025 academic year.</p> <p>Academic calendar updated for start of 2025-2026 academic year.</p>

What is the current status of the follow-up?	On hold.
Include a completion percentage:	25%
Please provide a brief description of the current, completed or planned work:	We have placed this change on hold.
If the recommendation has not been fully addressed within the proposed timeline, please provide a rationale as well as a plan for moving forward:	<p>Since the external review and the implementation of the FAR-IP, several factors have impacted our ability to fully address this recommendation. A key part of the rationale involves confidential circumstances, including leadership transitions—specifically, the appointment of an interim and then a new FHS Dean, as well as an interim department head who is also serving as the graduate chair. Therefore, we have not been in a position to accommodate this request.</p> <p>Additionally, we are actively working on significant changes to the P2 program (see Recommendation 10), which include a new faculty hire as well as substantial modifications and new program development.</p> <p>As a result, the timeline for addressing this recommendation has been influenced by dependencies that fall outside the scope of the FAR-IP and were not within the purview of the reviewers. These dependencies necessitate structural changes to the graduate program that must be completed before we can finalize this report.</p> <p>Our plan is to conduct a comprehensive review of the graduate program structure, and we anticipate having more information by July 2026. At that time, we expect to be able to provide a more concrete implementation timeline.</p>

2.7 Recommendation 7: The Department should work with the offices of the Provost and the Registrar to ensure that the central University records accurately reflect the programs offered.

Proposed follow-up:	Department to liaise with quality assurance team in Provost’s Office and student information team in Registrar’s Office.
Responsibility for leading follow-up:	Associate Head, Graduate Studies/Department Manager, DBMS
Timeline for addressing recommendation:	End of 2023-2024 academic year.

What is the current status of the follow-up?	In process
Include a completion percentage:	75%
Please provide a brief description of the current, completed or planned work:	We have been working with the Provost office to ensure that our offerings match the information posted via the Registrar's Office.
If the recommendation has not been fully addressed within the proposed timeline, please provide a rationale as well as a plan for moving forward:	<p>Requests have been made to correct the official program names in the Registrar's office. This requires follow-up to ensure that the changes have been made once we have filled the DBMS Department Head and Associate Head of Graduate studies.</p> <p>We expect this recommendation to be completed by July 2026 (once the new Head and graduate chair are in place).</p>

2.8 Recommendation 8: Consider updating the graduate PhD Comprehensive Exam (CE) – is a single CE option suitable for all candidates. The reviewers favour the development of a research proposal format, as this encourages most of the DLEs.

Proposed follow-up:	<p>Survey faculty on "ideal" comprehensive exam that suits graduate students' research and skillset development for career goals.</p> <p>Consult with graduate students.</p> <p>Post-graduate education committee to review results and decide on the best way to update and refine the comprehensive exam.</p> <p>Consult with SGSPA in this work.</p>
Responsibility for leading follow-up:	Associate Head, Graduate Studies, DBMS and Post-graduate Education Committee.
Timeline for addressing recommendation:	December 2024
What is the current status of the follow-up?	Completed
Include a completion percentage:	100%

Please provide a brief description of the current, completed or planned work:	This is completed. Using feedback from faculty and graduate students, the PEC decided to continue with the original format of the comprehensive exams – offering 2 options and most recently voted to allow students to incorporate ideas and information that are based on their own research projects. These changes were made in accordance with suggestions from faculty and students.
If the recommendation has not been fully addressed within the proposed timeline, please provide a rationale as well as a plan for moving forward:	

2.9 Recommendation 9: Environment for Learning. In addition to new student common spaces, students require individual desk space for focused learning and writing.

Proposed follow-up:	Execute plan to create 18-desk room for graduate students on 7th floor of Botterell Hall. Work to secure funding for second hot-desk area on second floor of building. Develop plans for students who require it to have individual desk space.
Responsibility for leading follow-up:	Department Head, DBMS with support from University and Faculty planning and financial staff.
Timeline for addressing recommendation:	7th floor room complete by Spring 2024. 2023-2024 2024-2025
What is the current status of the follow-up? Include a completion percentage:	In process >75%
Please provide a brief description of the current, completed or planned work:	The 7 th floor seating space has been set up and has been running successfully. Plans are in place for securing 2 nd floor space and are now dependent on funding. Additionally, we are continually examining new spaces as faculty retire, and new faculty are onboarded.
If the recommendation has not been fully addressed within the proposed timeline, please provide a rationale as well as a plan for moving forward:	Completing this request fully requires additional time as additional seating space for graduate students may required construction (which takes longer than expected). Given that we have completed the work on the 7 th floor within a timeline of a year, we expect that further construction work required to change other spaces throughout Botterell Hall will require at least a year. Complicating factors include renovations of space vacated by retired faculty and preparing them for new faculty. These renovations will include options for student seating. Thus, majority of the

	work for finding student spaces has been complete (ie the 7 th floor space) and securing additional space will be mostly complete by July 2027. This allows for at least some time for onboarding of new faculty.
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2.10 Recommendation 10: P2 Anatomical MSc Program – the sustainability of this program seems to be in jeopardy (recent and pending retirements, need for additional space). We see value in the teaching and skills components. A clear plan for sustainability needs to be developed.

Proposed follow-up:	A new faculty member (planned hire) will update the program, expand research offerings and contribute to expansion of the program (develop stream into a PhD program).
Responsibility for leading follow-up:	Dean, Health Sciences is responsible for faculty hiring. Department Head to make the case for new positions.
Timeline for addressing recommendation:	Dependent on initial faculty hire.
What is the current status of the follow-up?	In process
Include a completion percentage:	50%
Please provide a brief description of the current, completed or planned work:	The advertisement for this position was recently posted.
If the recommendation has not been fully addressed within the proposed timeline, please provide a rationale as well as a plan for moving forward:	Applications for this position are expected to be reviewed by February 2026 and depending on the applicant pool and availability of the selected applicant, the position may be filled by fall 2026. Once the incumbent is selected, they will be assigned a teaching workload that includes sustainability of the Anatomy P2 MSc program.

2.11 Provide 2-3 examples of how the program(s) under review have improved as a result of the cyclical program review process.

The external program review served as a catalyst for meaningful enhancements to the DBMS graduate program, significantly enriching the student experience and academic environment. As a result of the review, we have streamlined course offerings to better align with student needs and research priorities, while also improving access to state-of-the-art tools, equipment, and training. Graduate students now benefit from upgraded spaces designed to support

writing, study, and peer collaboration. The expansion of core research facilities has not only elevated the quality of available resources but also positioned the department to attract top-tier researchers whose presence will further strengthen our graduate programs and increase student recruitment. Importantly, we have implemented more transparent and concise mechanisms for tracking graduate student progress, ensuring accountability and clarity throughout their academic tenure.

3. Decanal Response

3.1 Include any general comments on the Progress Report:

I agree with the plan outlined for all the recommendations.

3.2 Comment on any recommendations that have not been addressed within the proposed timeline:

Some recommendations including major modification to update field designations will require significant resources. The Unit is prioritizing this but may not happen at the designated timeline. At the same time, we have had competing priorities, including stabilizing our existing graduate programs, meeting student targets, and maintaining competitive funding. We are also currently developing an action plan to identify synergies across graduate programs within QHS. This ongoing work will help clarify how we allocate investments to graduate programs within our Units in QHS based on available resources. In parallel, we continue to prioritize resources for creating new graduate spaces across QHS programs, as well as for human resources and new faculty recruitment.

3.3 Comment on any recommendations that require the Dean's action, such as recommendations that involve budgetary considerations.

Mentioned above.

4. Decanal (School of Graduate Studies and Postdoctoral Affairs) Response

4.1 Include any general comments on the Progress Report:

It is wonderful to see several of the recommendations have already been fully implemented. DBMS has made excellent strides in: securing funding for infrastructure and equipment, and maximizing the benefits of these funds; an improved student tracking system to better monitor student progress and success, which will serve to generate stronger metrics on the program moving forward; strengthening the articulation and realization of strategic objectives; and ensuring comprehensive exams are serving student and faculty needs and expectations.

Taken together, and in addition to the work already underway regarding the recommendations to be met, DBMS should be commended for their work. These changes promise to improve the student experience and create a stronger, more cohesive culture in the program, creating an even richer space for teaching and learning. I deeply appreciate the careful, consultative attention

dedicated to these initiatives and the considerable amount of time invested in their implementation.

4.2 Comment on any recommendations that have not been addressed within the proposed timeline:

We appreciate the Prelude Statement's clear and candid explanation regarding the status of certain unmet recommendations. It is understandable that administrative transitions can impede the sustained, diligent effort necessary to fully address the CPR recommendations.

DBMS is encouraged to consider all resources to address recommendations 3 and 4, such as the potential role of the CTL in supporting teaching and learning from an EDII lens as well as considering further modifications to Program Learning Outcomes (PLOs).

The program notes the anticipated addition of new faculty members, including one designated to support the P2 Anatomical MSc program (recommendation 10). It would be beneficial for DBMS to explicitly promote the CTL as an essential support resource to assist faculty in fulfilling their teaching responsibilities effectively. It is also encouraging to observe the securing of dedicated space for graduate students, with prospects for additional allocations- a development that will undoubtedly enhance the overall graduate student experience.

In brief, the program has made significant progress in enriching the graduate student experience and advancing other critical program enhancements. We look forward with anticipation to the full realization and implementation of all recommendations in the near future.

Authorizations



Signature of Unit Head

September 24 2025

Date



Signature of Faculty Dean

April 10, 2026

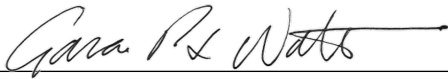
Date



Signature of Vice Provost and Dean, SGSPA

May 12, 2026

Date



Signature of Vice-Provost, Teaching and Learning

May 26, 2026

Date

June 16, 2026

Date of Review and Approval by the Senate Cyclical Program Review Committee