

FINAL ASSESSMENT REPORT
Evaluation of Graduate Programs
Department of Biochemistry, Microbiology and Immunology
Faculty of Medicine
Cycle: 2019–2020
Date: 2021-06-02

I. Programs

- Master of Science Biochemistry
- Doctorate in Philosophy Biochemistry

II. Evaluation Process

- The Final Assessment Report for the evaluation of the programs was based on the following documents: (a) the self-study brief produced by the academic unit, (b) the report produced by the external evaluators following their site visit, and (c) the comments from the Dean, Bernard Jasmin, the Department Chair, Jean-François Couture, and the Director of the program, John Baenziger, on the aforementioned documents.
- The site visit, which took place on November 2nd and 3rd, 2021, was conducted by Pascale Legault, Université de Montréal, and David Litchfield, Western University.
- The visit was carried out virtually due to the SARS-CoV-2 pandemic. A pre-recorded walk-through of various sites was provided. The reviewers were provided a comprehensive self-study brief that had been previously presented and discussed at the School Assembly prior to revision. The virtual visit included Timothy J. Stanley, Emeritus Professor from the Faculty of Education, University of Ottawa as internal delegate.
- During the site visit, the external evaluators met with the Vice-Provost, Graduate and Postdoctoral Studies, Claire Turenne-Sjolander, the Dean of the Faculty of Medicine, Bernard Jasmin, the Vice-Dean of Graduate Studies, Alain Stintzi, the Vice-Dean of Research, Jocelyn Côté, the Department Chair, Jean-François Couture, the Director of the Program, John Baenziger, the library representative, members of the support staff, regular professors and graduate students.

III. Summary of Reports on the Quality of Programs¹

This section aims to inform the unit on the strengths and weaknesses observed during the evaluation process in order to improve its programs.

1. EMPHASIZING THE STRENGTHS AND IDENTIFYING CHALLENGES

Strengths

- Enthusiastic response from the program with respect to the quality assessment process.

¹Based on every document prepared during the assessment process.

- Very strong and committed leadership of the program on the part of the Director, Vice-director, Vice Dean Graduate studies and Dean of Medicine. This has facilitated increased engagement with the Graduate Student Association and improved the relationships and communication with affiliated institutions to ensure continued success of the program.
- Updated fields of specialization to modernize the program content and reflect research expertise of the faculty.
- Development and implementation of the Translational and Molecular Medicine (TMM) program (in-house recruitment tool to address sustainability of graduate enrollment).
- Development of a new mandatory course in “professionalism”.

Challenges

- Enhance computational competency across the program.
- Student progression and time to completion for graduate degrees (most notably the MSc).
- Need to enhance the capacity of the Wellness Office to assist students in program.
- Need to closely monitor and resolve difficulties encountered by students, in particular student-supervisor conflicts.
- Enhance recruitment of students (both international and domestic) at the doctoral level.
- Limited Teaching Assistantship (TA) opportunities.

2. PROGRAM OBJECTIVES

- The Biochemistry graduate programs have a clear mission, “1) to teach students the molecular fundamentals of life processes and 2) provide them with appropriate research training.”
- There is evidence that research excellence is a significant strength of these programs. The breadth of expertise of the faculty members and the core facilities put these programs on par with internal research-intensive graduate programs in the discipline.
- Two main programs have been put in place to support internationalization, cotutelle Ph.D. program and the Joint Research Centre on Systems and Personalized Pharmacology. However, the recruitment of international students remains a challenge (see recommendation #7).
- The surveys and the interviews suggest that the majority of the students are satisfied with the program. However, the program needs to continue its efforts to better prepare the students for a diversity of careers (see recommendation #3), work in close collaboration with the Central administration to increase its capacity to graduate students on issues related to wellness (see recommendation #1), and to improve communications with students (see recommendation #4).
- The self-study brief as well as the external review confirm the adequacy of the learning outcomes. However, the program is encouraged to continue its efforts to communicate them to faculty members.
- The external review has identified the need to enhance graduate student enrollment and retention at PhD level. Already, a number of strategies have been implemented to address this issue. Most notably the institution has reduced tuition fees for international students (effective September 2021) in order competitively recruit these students. The unit has also proposed to develop a streamlined process to facilitate the transfer for MSc students to the PhD program within the first 12 months. Recruitment of future graduate students will also occur from the within the faculty at the undergraduate level through a BSc+MSc 5-year program and a BSc+PhD 8-year program which will be implemented for September 2022. The very successful TMM program will provide access to these students. Graduate student enrollment and retention are the subject of recommendation #6.

3. CURRICULUM AND STRUCTURE

- The structure of the program is consistent with similar programs at research-intensive institutions, both in the province and nationally.
- The content the curriculum has significantly evolved over the years to reflect changes in the discipline and the career prospects. This includes courses on systems biology and computational biology.
- The external review has identified the need to enhance computational competency across the program – see recommendation #8. The program has a graduate level course (MED5101) that introduces statistical methods necessary. A module specific for computational training is being developed and will be implemented in 2023–2024.
- The program should be commended for its actions to address the issue of career development training raised by the previous evaluation. Numerous activities have implemented, including a mandatory course on professionalism and professional skills. The department has obtained two highly competitive NSERC CREATE training grants, one of which has a specific focus on internal exchanges.

4. TEACHING, LEARNING AND EVALUATION METHODS

- The Thesis Advisory Committee (TAC) plays an important role monitoring the student progress. There seems to be solid mechanisms in place to track progress and help students that are struggling. These mechanisms including confidential briefing in the absence of the supervisor. However, the unit encouraged to continue its efforts to offer assurances of confidentiality for the students.
- MSc students who fail to complete the degree in an appropriate timeline was identified as a challenge in the external review – see recommendation #2. To address this challenge the program has clearly communicated requirements/standards for completion of all degrees. The Faculty Office of Continuing Professional Development will implement a workshop by summer 2022. The purpose of this workshop will be to ensure all new professors are aware of their roles and responsibilities as thesis supervisors and ensure that the student-supervisor relationship is improved.

5. STUDENT EXPERIENCE AND GOVERNANCE

- What comes out of this evaluation is a sense that students are predominantly satisfied with their experience and the quality of the supervision.
- As already raised before, students find it difficult to identify resources with the consequence that excellent training initiatives are not well known by some students. The academic unit should investigate the question further as this could be a bias of the small sample of students interviewed.
- Extended response times (from Faculty to students) and access to timely information was identified as a significant challenge during the external program review. In response to this, the graduate office has hired two additional staff and remains committed to improving access to information through the ongoing review of procedures. In addition, there is clear evidence that the optics of continual improvement is essential given the recent updates to the Faculty Web pages. The graduate program relevant websites for BMI will be completed by the end of June 2021. Timely communications with students are the subject of recommendation #4.
- The efficient support for wellness and mental health of graduate students is taken seriously. In conjunction with the Faculty of Medicine Wellness Office, a revised communication strategy has been implemented to ensure students know where to get assistance and promote wellness and

mental health. In addition, there are 2 clinical counsellors available to support graduate students. A Peer mentoring program has been implemented with full Faculty support and separate training for faculty has been deployed so that Faculty are aware of this challenge and are better equipped to assist students and direct them to additional resources. Student surveys are also utilized, and these are deployed every 2 years. Efficient support for wellness and mental health is the subject of recommendation #1.

- The Assistant Dean (Graduate) and program Director have implemented a new course (MED8166) that teaches and reinforces the importance of developing transferable work-related skills. In addition, the program is actively hosting career day and other relevant workshops (in collaboration with the University of Ottawa Professional Development Institute) to promote professional development and career building. This is complimented by the opportunities for senior doctoral students to participate in external internship programs with local corporations conducting biomedical research. Career path and professional development are the subject of recommendation #3.

6. PHYSICAL SPACES AND RESOURCES

- The program is supported by a vibrant community of professors with diverse research interests.
- The facilities and equipment include modern laboratory space, equipment rooms and core facilities suitable for contemporary research in biochemistry.
- Recruitment of students in the Ph.D. program is an area of concern with only 1 to 4 new student per year for the past five years. It is expected that the new undergraduate program in Translational and Molecular Medicine will represent a new pool of students. The program would also benefit from increasing the number of international students.
- The direction of the program recognizes that there is a lack of opportunities for teaching assistantship. The newly introduced undergraduate program in translational molecular medicine provides only few teaching opportunities. There might be opportunities outside of the Faculty of Medicine. For instance, the Teaching and Learning Support Service offers two types of Certificates in University Teaching. Opportunities for teaching assistantship is the subject of recommendation #5.

IV. Program Improvement²

The programs under evaluation are in conformity with the standards of the discipline. The following recommendations aim at maintaining or increasing the level of quality already achieved by the programs.

The numbering of the recommendations follows that of the external review's report.

- **Recommendation #1:** Ensure efficient support for wellness and mental health of graduate students.
- **Recommendation #2:** Continue to promote timely completion.
- **Recommendation #3:** Continue to address student concerns about options for career path and professional development.
- **Recommendation #4:** Improve communications with graduate students.
- **Recommendation #5:** Increase teaching assistant opportunities.
- **Recommendation #6:** Enhance graduate student enrollment and retention, particularly at PhD level.

²Based on the external evaluation report.

- **Recommendation #7:** Increase recruitment of international students.
- **Recommendation #8:** Enhance computational competency across the program.

V. The Action Plan

The Action Plan was developed by the Director of the BCH program, the Assistant-Director of the BCH program and the Chair of the Department of Biochemistry, Microbiology and Immunology, along with the Vice-Dean Graduate and Postdoctoral Studies, and the Assistant Dean Graduate and Postdoctoral Studies.

The one concern that was not responded to in the Action Plan is the limited availability of teaching assistant positions. Although, the limited teaching assistant opportunities is a challenge for the graduate program, the availability of teaching positions is dependent upon the presence of high enrollment undergraduate programs with high enrollment undergraduate laboratory courses, such as is found in the Faculty of Science. The Faculty of Medicine does offer an undergraduate program in Translational and Molecular Medicine. The Translational and Molecular Medicine program, however, is a research-intensive limited enrollment program with correspondingly limited teaching assistant opportunities. Furthermore, the recommendation that has been negotiated with the Faculty of Science to reserve a proportion of teaching positions for Faculty of Medicine graduate studies is proscribed by the CUPE collective agreement (as per article 18.6.2 graduate students registered in a program associated with the Unit where the position is offered shall be prioritized in offering the TA position). Unfortunately, the academic unit has no clear avenue currently to address this concern of the reviewers.

VI. List of courses not offered for more than three years and the reasons

The following courses have not been offered at least once in the last three years and will be removed from the calendar.

- BCH5501 Analyse des données omiques
- BCH8108 Advanced Topics in Macro-Molecular Structure Determination
- BCH8114 Advanced Topics in the Cell Cycle
- BCH8117 Advanced Topics Relating to the Cell Cytoskeleton and Membranes
- BCH8134 Structure and Expression of Eukaryotic and Prokaryotic Genomes
- BCH 8511 Biologie des chromosomes et de la chromatine (3 crédits)
- BCH 8534 Structure et expression des génomes procaryotes et eucaryotes (3 crédits)

VII. Conclusion

The Biochemistry program offers high quality graduate training that meets the standards of the discipline, both nationally and internationally. Its professorship is dynamic, both in terms of research and teaching, and committed to innovation and the evolution of the discipline. As noted by the external evaluators, "Recommendations from the previous quality assessment process were seriously and rigorously addressed resulting in positive adaptive changes to improve the programs." However, time to completion remains a concern in some cases. The new 1-year MSc program will certainly be helpful in that direction. Nevertheless, the academic unit needs to continue monitoring the student progression. In order to maintain the excellence of the program, the academic unit needs to increase graduate student enrollment. In particular, the program would benefit from increasing the number of international students.

In light of this positive assessment, the committee members would like to thank all participants for the evaluation of the programs. They congratulate the unit on the rigour of the work accomplished and on the quality of the self-study report, as well as that of the report produced by the external reviewers.

Schedule and Timelines

A progress report that outlines the completed actions and subsequent results will be submitted to the evaluation committee on a date agreed upon at the time of the meeting regarding the action plan.

The next cyclical review will take place in no more than eight years, in 2026–2027. The self-study brief must be submitted no later than June 2026.

Unit Response to the External Review Report and Action Plan

Faculty: Medicine

Department: Biochemistry, Microbiology and Immunology

Programs evaluated: Master of Science, Biochemistry, Doctorate in Philosophy, Biochemistry

Cyclical review period: 2019-2020

Date: May 14, 2021

General comments:

On March 4th, 2021, the Biochemistry (BCH) Graduate program was made aware of the External Reviewers' Report produced in the context of the cyclical program review. We were extremely pleased with the positive evaluation of our graduate program. Given that the BCH Graduate Program has committed to providing outstanding training and research-intensive programs, we were gratified to see that the external reviewers appreciated the dynamic leadership of the program and the programs responsiveness to feedback leading to *“positive adaptive changes”*. The evaluators noted that it was *“evident that the majority of students are satisfied with program offerings and the quality of the supervision and mentorship”* and that *“Biochemistry Graduate Program conforms to the norms of the discipline both nationally and internationally for a research-intensive graduate program and is adapting to respond to the changing needs of society and student demand.”*. A summary of the recommendations and our response to address each, produced jointly by the unit and the Faculty, is included herein.

FOCUS AREA: PROGRAM OBJECTIVES, LEARNING OUTCOMES, MANDATE AND UNIVERSITY PLAN

Recommendation #8: Enhance computational competency across the program.

Define the actions to undertake: Knowledge in biostatistics is foundational for our research programs. The Faculty of Medicine has developed a graduate-level course (MED5101 – Experimental and Data Analysis Techniques in Biomedical Sciences). This course consists of independent modules that introduce students to techniques and data analysis. A module that addresses statistical needs more closely tailored to computational training is being developed.

Priority Level*	Assigned Person or Persons	Deadline to attain the objective	Expected results	Implementation Indicators	Progress on the actions taken: accomplished, to be sustained, to be continued, to be developed

3	Program director And Departmental Chair	Development of a computational-specific module for the 2023 – 2024 academic year	Enhanced opportunity for computational skills development	(i) Module registrations (uptake) (ii) Student survey regarding confidence with computational skills	<i>To be completed by the Evaluation Committee when reviewing the progress report</i>
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FOCUS AREA: PROGRAM OBJECTIVES, LEARNING OUTCOMES, MANDATE AND UNIVERSITY PLAN

Recommendation #6: Enhance graduate student enrollment and retention, particularly at the PhD level.

Define the actions to undertake: The recent revitalization of the University of Ottawa’s scholarship portfolio, as well as changes to the tuition fees, specifically support the proactive recruitment of high-quality international students to the PhD program. In addition to these initiatives, the Biochemistry program has developed a revised procedure to facilitate the rapid transfer of students from the MSc to the PhD program within the first year of their graduate studies. The Faculty of Medicine graduate studies committee is developing integrated BSc+MSc (5 year program) and BSc+PhD (~8 year program) to recruit students into the undergraduate TMM program who are interested in transitioning into both the MSc and PhD graduate programs. The BMI department is in the process of revising its web site to facilitate the recruitment of doctoral students.

Priority Level*	Assigned Person or Persons	Deadline to attain the objective	Expected results	Implementation Indicators	Progress on the actions taken: accomplished, to be sustained, to be continued, to be developed
1	Assistant Dean, Graduate and Postdoctoral Studies And	(i) Revised scholarship portfolio and reduced PhD tuition fees for international students will both be in place for September 1, 2021 enrollment. (ii) Development of a facilitated transfer process from the MSc to the PhD to be implemented in September of 2021.	(i) Increased recruitment of international students at the PhD level. (ii) Enhanced transfer of MSc students into the PhD program. (iii) Greater recruitment of students into the undergraduate TMM	(i) The Faculty of Medicine and BCH program will monitor the number of students enrolled in the PhD program and will adjust the action plan accordingly.	<i>To be completed by the Evaluation Committee when reviewing the progress report</i>

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	Program Director	(iii) Development of an integrated BSc/MSc and BSc/PhD to be in place for fall 2022 admissions. (iv) a revised website will be finalized by the end of June 2021	program who are interested in pursuing graduate studies, including studies at the PhD level.		
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FOCUS AREA: PROGRAM OBJECTIVES, LEARNING OUTCOMES, MANDATE AND UNIVERSITY PLAN

Recommendation #7: Increase recruitment of international students.

Define the actions to undertake: The recent revitalization of the University of Ottawa’s scholarship portfolio as well as changes to the tuition fees specifically supports the proactive recruitment of high-quality international students to the PhD program. As noted, the high tuition fees and lack of admission scholarships for international doctoral students have both been a major roadblock in the recruitment of doctoral BCH students. These initiatives will be further supported by enhanced external communication by providing recruitment web pages that describe and compare our program offerings and promote financial support available to international candidates. Further, these pages can include testimonials of current international students to specifically promote international recruitment. The Faculty of Medicine’s Office of International and Global Health, headed by the Vice-Dean of Internationalization and Global Health, fosters international partnerships and programs that support recruitment of international students. Collaboration with the Office of International and Global Health and the Vice-Dean of Graduate and Postdoctoral Studies will ensure that strategic partnerships between the University of Ottawa and universities around the world benefit both international recruitment of graduate students as well as uOttawa student mobility. The rapid transfer of students from the MSc (where they pay international tuition fees) to the PhD (where they pay “domestic” tuition fees and are eligible for an admission scholarship) within the first year of graduate studies will also facilitate the recruitment of international students.

Priority Level*	Assigned Person or Persons	Deadline to attain the objective	Expected results	Implementation Indicators	Progress on the actions taken: accomplished, to be sustained, to be continued, to be developed
1	Vice-Dean, Graduate and Postdoctoral Studies in collaboration with Office of International and Global Health	September 2022	Enhanced recruitment of high-quality international students.	(i) Increased percentage of international students at the next cyclical review (ii) Metrics of success (awards, publications, scholarships) for international students.	<i>To be completed by the Evaluation Committee when reviewing the progress report</i>

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FOCUS AREA: TEACHING AND EVALUATION

Recommendation #2: Continue to promote timely completion

Define the actions to undertake: To address the goal of reducing the time to completion for MSc and PhD students, the BCH Graduate Program will:
 (i) Share program objectives and learning outcomes with the professorship to standardize expectations for completion of the MSc and PhD programs;
 (ii) increase the availability of courses through course development and increased course offerings, informed by a curriculum review;
 (iii) improve student-supervisor relationship through the development of faculty training workshops. The Faculty’s Office of Continuing Professional Development has committed to developing such a workshop which could ensure all new professors understand their role and responsibilities as thesis supervisors. The BCH graduate program website is also being updated to better communicate program requirements and milestones.

Priority Level*	Assigned Person or Persons	Deadline to attain the objective	Expected results	Implementation Indicators	Progress on the actions taken: accomplished, to be sustained, to be continued, to be developed
1	Program Director, Departmental Chair AND Faculty Office of Continuing Professional Development	(i) Sharing of program objectives and learning outcomes with professorship: September 2021 (ii) Increase course offerings: beginning September 2022 (iii) Curricular review: September 2022 (iv) Workshop implementation: July 2022 (v) Survey of times to completion: Annually beginning September 2021 (vi) website upgrade, June 2021	(i) Improved time to completion through clear communication of standards for completion of the MSc. (ii) Implementation of scheduled faculty development sessions that clearly define the responsibilities of a graduate student thesis supervisors	(i) Adoption of learning outcomes in the context of determining the benchmark for attributing permission to write. (ii) Longitudinal data on times to completion collected (iii) Tracking of registrations for Faculty Development sessions related to graduate studies.	<i>To be completed by the Evaluation Committee when reviewing the progress report</i>

FOCUS AREA: STUDENT EXPERIENCE AND GOVERNANCE

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Recommendation #3: Continue to address student concerns about different career paths and professional development.

Define the actions to undertake: The Faculty of Medicine is invested in supporting career-building opportunities for its learners. In particular, all incoming graduate students must complete *MED8166 – Professional Skills and Professionalism* course, which introduce and reinforce the development of transferable skills through workshop attendance and course work. Further, the Faculty hosts an annual career day as well as numerous workshops offered through the University’s Professional Development Institute and the Career Development Centre free of charge to graduate students and postdoctoral fellows. In addition, the Biochemistry program is offering an internship program for senior PhD students, which provides opportunity for PhD students to work at a local company or agency in any capacity related to biomedical research. These programs have promoted the development of professional skills and career-building throughout the program. These programs are continuously evolving to reflect the current state of the job market in our discipline. As such, while we are committed to supporting career-building and professional development, we believe the mechanisms are already in place to support this aspect of training.

Priority Level*	Assigned Person or Persons	Deadline to attain the objective	Expected results	Implementation Indicators	Progress on the actions taken: accomplished, to be sustained, to be continued, to be developed
3	Assistant Dean, Graduate and Postdoctoral Studies And Program director	Program is already in place. Annual renewal of workshop and career week offerings.	(i) Enhanced confidence in professional skill self-assessment (ii) Increased opportunity to develop professional and career-building skills among graduate students.	(i) Alumni success (ii) Attendance at workshops (iii) Participation to the internship program with its expansion as needed	<i>To be completed by the Evaluation Committee when reviewing the progress report</i>

FOCUS AREA: STUDENT EXPERIENCE AND GOVERNANCE

Recommendation #1: Ensure sufficient support for wellness and mental health of graduate students

Define the actions to undertake: The Faculty of Medicine takes the mental health and wellness of its learners seriously. Through collaboration with the Faculty of Medicine Wellness Office, we now have 2 clinical counsellors available to support graduate students. We have implemented a wellness campaign that includes (i) a communication strategy (lab fridge magnets, website information, syllabus statements); (ii) peer mentoring programs (Grad Buddies), (iii) Faculty development (Psychological First Aid, More Feet on the Ground); and (iv) regular student surveys related to mental health and wellness with the objective of program development. At the program level, the Program Director and Chair of BMI regularly communicate with professors the need to support students in terms of their wellness and mental health. The Program Director and Assistant Program Director are now offering weekly Zoom drop-in meetings where BCH students can discuss any aspect of their graduate program, whether it be simple questions regarding courses and requirements or concerns

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regarding wellness issues, supervisor conflict issues, career counselling, etc. The BMI GSA is also now checking in with students with regards to their wellness and mental health, thus providing another avenue to check in with students. As the acute concerns regarding the COVID-19 pandemic come to an end, we will begin implementing more in-person activities, in conjunction with the BMI GSA, to enhance a sense of belonging and thus wellbeing.

Priority Level*	Assigned Person or Persons	Deadline to attain the objective	Expected results	Implementation Indicators	Progress on the actions taken: accomplished, to be sustained, to be continued, to be developed
1	Assistant Dean, Graduate and Postdoctoral Studies And Program Director	<p>(i) Communication strategy is implemented. Fridge magnets have been distributed and the Graduate Studies website as well as the Faculty Wellness Office website has been updated.</p> <p>(ii) The Grad Buddies Peer mentoring program has been implemented and now received Faculty-level support to promote participation of both mentors and mentees. Mentors have also received specialized training from human resources to enhance their skills.</p> <p>(iii) The Faculty Wellness Office in coordination with the Mental Health Advisor for the University has offered <i>More Feet on the Ground Training</i> to faculty.</p> <p>(iv) A student survey will be conducted in Spring/Summer 2021 and will be repeated every 2 years.</p> <p>(v) Informal meetings with Program Directors have been implemented and are ongoing.</p> <p>(vi) enhanced in-person activities will begin in the Fall of 2021</p>	<p>(i) improved support for graduate-student mental health and wellness</p> <p>(ii) increased visibility of services available to graduate students at the Faculty of Medicine</p> <p>(iii) Appropriate alignment of services and student needs.</p> <p>(iv) Early intervention to reduce stress and increase wellness.</p>	<p>(i) Adoption of a regular mental health and wellness survey to inform and develop programs to support challenges faced by our students.</p> <p>(ii) Track Wellness service use in collaboration with the Faculty Wellness Office to determine if resources are adequate and fully exploited.</p> <p>(iii) Capture participation data for the peer mentoring program</p>	<p><i>To be completed by the Evaluation Committee when reviewing the progress report</i></p>

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FOCUS AREA: STUDENT EXPERIENCE AND GOVERNANCE

Recommendation #4: Improve communications with graduate students.

Define the actions to undertake: To improve response times and access to timely information, the Graduate Office has recently hired 2 new members, which will alleviate individual workloads and is expected to greatly facilitate customer service to both students and faculty members. The Graduate Office has also prioritized updating information on the website as well as restructuring web pages to increase user friendliness. The Graduate Studies Office remains committed to periodically reviewing procedures and workloads with the objective of identifying areas where innovative approaches could further improve access to information with the optic of continual improvement, including the development of key performance indicators for tasks and response times. At the program level, a revised graduate student website will provide more easy access to information with clear timelines for all program requirements, as well as information regarding the flexibility of specific regulations, timelines, etc. For example, the website will indicate to students that there is flexibility in terms of course requirements and will guide the student on how to request that a required course be replaced by another, etc. The Program Directors also now hold a weekly drop in session for graduate students where they can get clarification on any issue with regards to their programs.

Priority Level*	Assigned Person or Persons	Deadline to attain the objective	Expected results	Implementation Indicators	Progress on the actions taken: accomplished, to be sustained, to be continued, to be developed
1	Vice-Dean, Graduate and Postdoctoral Studies And Assistant Dean, Graduate and Postdoctoral Studies And Administrator, Graduate Programs	(i) Hiring of new staff to the Graduate Studies Office is complete (ii) Update of FoM webpages, beginning in May 2021 including FAQs. (iii) Establishment of key performance indicators and procedures for response times completed in Winter 2021. (iv) Updated graduate program pages on the BMI website will be completed by June 2021.	(i) Improved response times and streamlining of workflow in the Graduate Studies Office. (ii) Reduced requests by email though improved access to information on the Graduate and Postdoctoral Studies website and on the Departmental website.	(i) Satisfaction survey (ii) Key performance indicators are met for response times	<i>To be completed by the Evaluation Committee when reviewing the progress report</i>

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	And Program Director	(v) Weekly informal drop in sessions for graduate students are in place.			
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Faculté / Faculty : Medicine

Programme(s) évalué(s) / Program(s) evaluated:

Master of Science, Biochemistry; Doctorate in Philosophy, Biochemistry

Cyclical review period: 2019-2020

Program / Department Chair :

Dr. Jean-François Couture

Chair

Department of Biochemistry, Microbiology and Immunology



05-12-2021

Signature

Date

Faculty Dean :

Dr. Bernard Jasmin

Dean and Professor

Faculty of Medicine



05-14-2021

Signature

Date

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