

**FINAL ASSESSMENT REPORT**  
**Evaluation of Graduate Programs –**  
**Master of Science in Management and**  
**Master of Science in Health Systems**  
**Cycle: 2019–2020**  
**Date: March 8, 2023 (GPEC)**

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**I. Evaluated programs**

- Master of Science in Management
- Master of Science in Health Systems

**II. Evaluation process (outline of visit)**

- This Final Assessment Report on the aforementioned programs is based on the following documents: (a) the self-study brief produced by the academic unit; (b) the report submitted by the two external evaluators following their virtual visit; and (c) commentary from the unit and Faculty.
- The visit on June 15 and 16, 2021 was led by Margaret Schomaker, Vice-Dean of the Faculty of Administration Sciences and a professor in the Department of Management at Laval University; and Christophe Bredillet, Director of the School of Management and a professor in the Department of Management at Université du Québec à Trois-Rivières.
- The visit took place online due to the SARS-CoV-2 pandemic. The external evaluators were provided with a copy of the comprehensive self-study brief approved by the Program Committee on November 26, 2020, and discussed at the School Assembly on December 16 that same year.
- Isabelle Paquet, Quality Assurance Manager at the Telfer School of Management, served as moderator for the virtual visit on June 15 and 16, 2021. Internal delegate Benoit Dionne, from the Department of Mathematics, accompanied the external evaluators during the interviews. The external evaluators discussed the research programs with Claire Turenne- Sjolander, Vice-Provost, Graduate and Postdoctoral Studies; and with Stéphane Brutus and Shantanu Dutta, who are, respectively, the dean and vice-dean, research of the Telfer School of Management. For each program, the external evaluators also spoke to a group of students, a group of professors, and the program's managers. Lastly, the external evaluators met with a research advisor and several support staff members from the Office of the Graduate Studies.

### III. Summary of reports on program quality<sup>1</sup>

This section aims to inform the unit of the strengths and challenges observed during the evaluation process for continued improvement purposes.

#### EMPHASIZING THE STRENGTHS AND IDENTIFYING CHALLENGES

##### Strengths

###### **MSc in Management**

- The student cohorts in the program are very diverse, owing to the large number of international students it attracts.
- The program has demonstrated flexibility through the planned changes, specifically the addition of two new options (MSc with one-year research project and MSc CO-OP with two-year research project) alongside the existing MSc program with the two-year paper.
- The proposed changes also involve the addition of new concentrations, namely Marketing and Business Analytics, which will increase the number of professors involved and thus their supervisory capacity.

###### **MSc in Health Systems**

- The program includes a compulsory work placement within a health agency, providing students with practical experience and inspiration for their thesis.
- The program appeals to students from different backgrounds, which enriches their academic experience.
- Both students and faculty identify strongly with the program and are passionate about it.
- The program's unique position and its strong partnership with the health care systems set it apart from other similar programs.

##### Challenges

###### **MSc in Management**

- The program is struggling to attract Canadian students, which could make it more vulnerable should international student enrolment decline.
- The value of admission scholarships has trended downward following an arbitration decision in favour of the doctoral program.
- The relative positions of the program's different options, previous and new, is unclear.
- The program does not adequately align its course content with the goal of preparing students for doctoral studies.

###### **MSc in Health Systems**

- It is difficult to maintain a consistent level of quality in theses, owing to the range of topics and methods.
- Students sometimes have trouble finding placements.

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<sup>1</sup> Based on excerpts (often verbatim) from the self-study brief, the external evaluation report, and discussions with the program managers and the Office of the Dean.

**Both programs:**

- Tuition fees for international students are viewed as high, owing to the provincial policy in effect.
- Although the University's mission is to "further bilingualism and biculturalism and to preserve and develop French culture in Ontario," the programs are taught exclusively in English.

**IV. Program improvements<sup>2</sup>**

The evaluated programs meet the standards of the discipline. The following recommendations aim to maintain or increase the programs' level of quality.

**Recommendation 1:** Review funding mechanisms for international students, in line with the objectives set out in the University's strategic plan.

**Recommendation 2:** Ensure that students receive proper guidance so they can make informed choices about course selection.

**Recommendation 3:** Clearly communicate benchmarks and deadlines to students.

**Recommendation 4:** Given the flexible pathways for learning, take students' need for information and guidance into account.

**Recommendation 5:** Clarify information on post-graduation placement and career services.

**Recommendation 6:** Ensure that communications consistently reflect the components of the individual program descriptions (e.g., concentrations).

**Recommendation 7:** Take an innovative approach to promotional communications and program descriptions (e.g., MSc in Health Systems in a school of management) and reach captive audiences (e.g., undergraduate students in their third or fourth years) to boost recruitment.

**Recommendation 8:** Study ways of ensuring sufficient access to expert resources for student guidance and supervision.

**Recommendation 9:** Improve placement support for students.

**Recommendation 10:** Given the University's strategic aims, review the language(s) in which the programs are offered.

**V. List the courses not offered for more than three years and reasons**

All the courses have been offered at least once in the past three years.

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<sup>2</sup> Based on the External Evaluation Report.

## **VI. Action plan**

In partnership with the Office of the Dean of the Telfer School of Management and its support staff, the program managers developed an action plan that takes into account all the recommendations that were made.

## **VII. Conclusion**

The Telfer School of Management offers high-quality master's programs in management. According to the external evaluation, the Master of Science in Health Systems stands out due to its uniqueness and its strong ties to the health-care sector. Faculty members involved in the programs appear to be close to their students.

Areas for improvement were also identified, however. Financial considerations are important, especially where international students are concerned. The options in the Master of Science in Management program should be clearly positioned. Lastly, program delivery in both languages should be reviewed in order to ensure alignment with the University's mission.

The evaluation confirmed the strength and sustainability of the programs, while highlighting recommendations for continuous improvement. The Committee members would like to thank the external evaluation team for its in-depth work, the program managers for their self-study brief that met the University's criteria, and all the stakeholders involved in this periodic program assessment process.

### **Schedule and timelines**

A progress report outlining completed actions and outcomes will be submitted no later than September 15, 2024.

The next self-assessment cycle will take place in 2026–2027.

## IMPLEMENTATION PLAN

**Faculty:** Telfer School of Management

**Programs evaluated:** Master of Science in Management (MSc MGT) and Master of Science in Health Systems (MSc HS)

**Cyclical review period:** 2019-2020

**Date :** Written on November 29, 2021; Updated on April 4, 2023

On September 14, 2021, the MSc Management and MSc Health Systems programs were made aware of the external evaluation report produced in the context of the Cyclical review of programs. We were very pleased with the positive evaluation of our graduate programs. Given the programs' commitment to providing outstanding training and student experience, we were pleased to note that the external evaluators appreciated the quality of the programs, particularly the originality and close links with the professional community for the MSc in Health Systems. More generally, they appreciated that the programs are currently under review, and that the planned changes will be used to address many of their recommendations. The report makes ten recommendations, five of which are considered high priority. We take all the recommendations seriously and are convinced that responding to them will make our research programs even stronger. The recommendations and our response, produced jointly by the program management team and the Dean's Office, are presented here.

<b>Recommendation 1:</b> Review the financing options for international students in accordance with the <a href="#">University's strategic plan</a> <sup>1</sup> .					
<b>Programs:</b> MSc in Management and MSc in Health Systems					
Priority Level*	Actions to be undertaken	Assigned to	Timeline	Updated in April 2023	Curriculum change?
1	The School has a new understanding with Central, stating that Telfer keeps 80% of revenue from the MSc programs. This revenue will be used to fund the thesis-based MSc programs. This will offer additional funding for both domestic and international students who are doing the thesis option of the programs.	MSc director with assistance from the Graduate Studies Office	September 2022	Completed!	N/A
	A new hire at Telfer's Research Office has been mandated to assist professors in obtaining partnership grants and Mitacs grants to help fund graduate students through research assistantships. Traditional SMRG and Tri-council grant support remains.	Research Office (Research advisor, Senior research advisor)	February 2023	Completed!	N/A

<sup>1</sup>Strategic [Priorities](#) uOttawa Transformation 2030: Diversity and Inclusion, [International Policy](#), Francophonie. Strategic Pillars: More Agile, More Connected, More Impactful, More Sustainable.

\* PRIORITY LEVEL: 1. URGENT-IMMEDIATE ACTION REQUIRED 2. IMPORTANT-ACTION REQUIRED WITHIN 18 MONTHS (MAXIMUM) 3. ADVISED: DEVELOPMENT AND STRATEGY-ACTION TO BE DISCUSSED AND MUST BE IN PLACE BY MID-CYCLE (WITHIN 4 YEARS)

		<b>Recommendation 2:</b> Ensure that students receive adequate orientation to enable them to make informed course choices.			
		<b>Programs:</b> MSc in Management and MSc in Health Systems			
Priority Level*	Actions to be undertaken	Assigned to	Timeline	Updated in April 2023	Curriculum change?
1	In May 2021, the School presented a Major Modification request to the University Senate for changes to the MSc Management Program. The request lays out a clear path for students, with revised program options that simplify the process of course selection (see Recommendation #3 below for goals and deadlines communication with students).	Graduate Studies Office MSc Director Vice-Dean Research	Completed	Completed	new courses added, new concentrations created
	The MSc in Health Systems program is being reviewed to simplify the program and clarify course selection.	Area coordinator MSc Director	September 2022	The revision has been delayed but it is ongoing. New deadline: September 2025 to launch the revised program	There may be new courses added and a new project-based option

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		<b>Recommendation 3:</b> Clearly communicate goals and deadlines.			
		<b>Programs:</b> MSc in Management and MSc in Health Systems			
<b>Priority Level*</b>	<b>Actions to be undertaken</b>	<b>Assigned to</b>	<b>Timeline</b>	<b>Updated in April 2023</b>	<b>Curriculum change?</b>
1	<p>Following student feedback, the School has improved both its website and the student handbook to clarify processes for graduate students. Each program now clearly presents its guidelines on Telfer’s website. The 2021-2022 edition of Telfer’s Graduate Student Handbook for Research Programs was reviewed and is available on the website.</p> <p><a href="https://telfer.uottawa.ca/en/mscmgt/students/student-handbook-forms-and-guidelines/">https://telfer.uottawa.ca/en/mscmgt/students/student-handbook-forms-and-guidelines/</a></p> <p><a href="https://telfer.uottawa.ca/en/mschs/program-details/">https://telfer.uottawa.ca/en/mschs/program-details/</a></p> <p>The Office of Graduate Studies has also revised the information on its website to better guide thesis students and inform them of relevant timelines.</p> <p><a href="https://www.uottawa.ca/graduate-studies/graduate-studies/students/theses">https://www.uottawa.ca/graduate-studies/graduate-studies/students/theses</a></p>	<p>Graduate Office</p> <p>Office of Graduate Studies</p>	Completed	Completed	N/A



		<b>Recommendation 4:</b> Considering the flexibility of options, ensure that students have enough information and are properly guided in making their choices.			
		<b>Programs:</b> especially for MSc HS			
Priority Level*	Actions to be undertaken	Assigned to	Timeline	Updated in April 2023	Curriculum change?
1	As stated in Recommendation 2 the MSc in Management has undergone a major revision and the academic path is now laid out very clearly for students. The final version of the major modification request document outlines the common learning outcomes across all concentrations and program options.  Each concentration now has at least one cross-listed PhD course, which is intended to give MSc students a taste of what a PhD seminar entails.	Graduate Studies Office MSc Director Vice-Dean Research	Completed	Completed	Yes
	For the MSc Health Systems, there is currently only one stream, so the path is fairly straightforward, however this program is currently under revision. The program director will ensure that all options are clearly laid out for students in the revised description of the program.	MSc Director	September 2023	The revision has been delayed but it is ongoing. New deadline: September 2025	There may be new courses added and a new project-based option

		<b>Recommendation 5:</b> Offer better guidance on placement and career opportunities post-graduation.			
		<b>Programs:</b> especially for MSc Mgt (coop)			
Priority Level*	Actions to be undertaken	Assigned to	Timeline	Updated in April 2023	Curriculum change?
1	<p>Although student internships often lead to a job, the programs will ensure that students are aware of other resources, such as the <a href="#">job search</a> tool on the uOttawa website. The program website and the student handbook will be updated accordingly, and these updates will be communicated to students (see Recommendation #3)</p> <p>Note: Students are better prepared for the marketplace since we have added new concentrations to the program, and also introduced two options as alternatives to the traditional two-year program with thesis (one-year with research project, 20 months with research project + CO-OP).</p> <p>However, Telfer’s Career Centre doesn’t currently assist graduate students in their job search, but the School is exploring ways in which professors, supervisors and program directors can help connect students with employers.</p>	<p>Graduate Studies Office (Annie) MSc director Bureau de la recherche (Rania) Bureau de la coop (central) Might require the Dean’s involvement</p>	September 2022	<p>Completed. However, we are looking forward to strengthening our relationships with the COOP office</p>	N/A

		<b>Recommendation 6:</b> Ensure an alignment of content in the communications regarding programs and each actual program offer.			
		<b>Programs:</b> MSc in Management and MSc in Health Systems			
<b>Priority Level*</b>	<b>Actions to be undertaken</b>	<b>Assigned to</b>	<b>Timeline</b>	<b>Updated in April 2023</b>	<b>Curriculum change?</b>
2	The new MSc Management program advertised on Telfer's website now matches the program that will be offered as of September 2022. Telfer's Marketing office always ensures that information on our website is up to date.	Graduate Studies Office	Completed	Completed and monitored every September	N/A
	The Marketing Office and the Graduate Studies Office will ensure that information being posted on the University's website is also up to date and refers back to Telfer's website when needed for further program details.	Marketing Office Graduate Studies Office	Completed	Completed and monitored every September	N/A

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		<b>Recommendation 7:</b> Find innovative ways to promote the programs and reach captive audiences (such as 3 <sup>rd</sup> or 4 <sup>th</sup> year undergraduate students).			
		<b>Programs:</b> MSc in Management and MSc in Health Systems			
<b>Priority Level*</b>	<b>Actions to be undertaken</b>	<b>Assigned to</b>	<b>Timeline</b>	<b>Updated in April 2023</b>	<b>Curriculum change?</b>
2	Internally - Contact current undergraduate students (in Telfer and in other faculties or departments at uOttawa), for example students with a GPA of 80% or more, through Talisma to inform them of our programs and increase interest with a focus on both permanent residents and Canadian residents.	Graduate Studies Office	September 2022	Done on a yearly basis in every round of admission	N/A
	Externally - Approach other universities in Canada, such as undergraduate universities, to target their students and encourage them to attend our programs.	Graduate Studies Office Marketing Office	September 2022	September 2023 plus repeat every year in every round of admission	N/A

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		<b>Recommendation 8:</b> Consider all possible options to improve and ensure access to available expertise such as student guidance and supervision.			
		<b>Programs:</b> MSc in Management and MSc in Health Systems			
Priority Level*	Actions to be undertaken	Assigned to	Timeline	Updated in April 2023	Curriculum change?
2	This is continually done by introducing the role of concentration coordinators, who will oversee research projects for the few students who cannot find a dedicated supervisor. Also will inform students of available resources, such as those on the Graduate and Postdoctoral Studies website, through new student information sessions, and in the Graduate Student Handbook (see Recommendation #3 as well).	MSc director Graduate Studies Office	September 2022	Completed and sustained on a regular basis if need be	N/A

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		<b>Recommendation 9: Increase support to students in finding placements.</b>			
		<b>Programs: MSc in Health Systems</b>			
<b>Priority Level*</b>	<b>Actions to be undertaken</b>	<b>Assigned to</b>	<b>Timeline</b>	<b>Updated in April 2023</b>	<b>Curriculum change?</b>
2	Connect with the new MHA advisory board and invite MSc HS students to the MHA preceptors conference for residency placements with health organizations.	MSc Director	September 2022	Completed and sustained on a regular basis when a placement is needed	N/A
	Continue outreach through supervisor connections	Students' supervisors	September 2022	Completed and sustained on a regular basis when a placement is needed	N/A

		<b>Recommendation 10:</b> In line with the <u>University's strategic objectives</u> , review the language options for programs. <sup>2</sup>			
		<b>Programs:</b> MSc in Management and MSc in Health Systems			
<b>Priority Level*</b>	<b>Actions to be undertaken</b>	<b>Assigned to</b>	<b>Timeline</b>	<b>Updated in April 2023</b>	<b>Curriculum change?</b>
2	Efforts are underway to grow the number of students in the program. If successful, this may eventually allow for a French stream, but we would need to identify appropriate student populations and hire additional faculty members to teach in French. Presently, it is not sustainable to offer the program in French. The School needs to solidify enrolment in the English stream before it considers offering a French stream.	Vice-Dean Research MSc director Graduate Office	September 2025	An update will be done in September 2025 to assess the number of domestic students and the potential of offering such a program in French.	Yes, for the course offering in French.

<sup>2</sup>Strategic [Priorities](#) uOttawa Transformation 2030: Diversity and Inclusion, International Policy, [Francophonie](#). Strategic Pillars: More Agile, More Connected, More Impactful, More Sustainable.

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