

FINAL ASSESSMENT REPORT

Institutional Quality Assurance Program (IQAP) Review

Globalization M.A.

Date of Review: March 28th and 29th

In accordance with the University Institutional Quality Assurance Process (IQAP), this final assessment report provides a synthesis of the external evaluation and the internal response and assessments of the M.A. program in Globalization. This report identifies the significant strengths of the program, together with opportunities for program improvement and enhancement, and it sets out and prioritizes the recommendations that have been selected for implementation.

The report includes an Implementation Plan that identifies who will be responsible for approving the recommendations set out in the Final Assessment Report; who will be responsible for providing any resources entailed by those recommendations; any changes in organization, policy or governance that will be necessary to meet the recommendations and who will be responsible for acting on those recommendations; and timelines for acting on and monitoring the implementation of those recommendations.

Executive Summary of the Review

In accordance with the Institutional Quality Assurance Process (IQAP), the Globalization program submitted a self-study in February 2018 to the Vice-Provost and Dean to initiate the cyclical program review of its M.A. program. The approved self-study presented program descriptions, learning outcomes, and analyses of data provided by the Office of Institutional Research and Analysis. Appendices to the self-study contained all course outlines associated with the program and the CVs for each full-time member in the department.

Two arm's length external reviewers and one internal reviewer were endorsed by the Dean, Faculty of Social Sciences, and selected by the Vice-Provost and Dean of Graduate Studies. The review team reviewed the self-study documentation and then conducted a site visit to McMaster University on March 30 - 31, 2017. The visit included interviews with the Provost and Vice-President (Academic); Associate Vice-President, Faculty, Associate Vice-President and Dean of Graduate Studies, Associate Dean, Grad Studies and Research, Director of the program and meetings with groups of current students, faculty and support staff.

The Director of the program and the Dean of the Faculty of Social Sciences submitted responses to the Reviewers' Report (May 2018). Specific recommendations were discussed and clarifications and corrections were presented. Follow-up actions and timelines were included.

Strengths

The reviewers noted many strengths with the MA in Globalization program. The overall student experience with the program was judged to be exceptional. This is due primarily because of the high quality of the academic training, with students benefitting from a wide range of theoretical and methodological approaches to understanding globalization. The program's commitment to interdisciplinarity, its enthusiastic faculty, the flexible program structure, as well as the diverse academic and personal backgrounds of the student body were further identified as elements that enhanced the student experience. The reviewers also emphasized that the graduate program is consistent with, and indeed makes a unique contribution, to McMaster's Mission and Academic Plan.

Areas for Enhancement or Improvement

- Recruit additional tenured/tenure-track faculty to do core teaching in the graduate program
- Increase the profile and expand the network of the graduate program both externally and internally
- Enhance the opportunities for research training, experiential education, and community engaged research for graduate students
- Expand the opportunities for graduate funding (especially for international students) and improve the transparency of funding decisions
- Revitalize the governance structure and expand the staffing of the IGHC

Summary of the Reviewers' Recommendations with the Department's and Dean's Responses

Recommendation	Proposed Follow-Up	Responsibility for Leading Follow-Up	Timeline for Addressing Recommendation
Improve the branding and marketing of the MA in Globalization in order to make its public and social media more coherent with its outlook and values	The IGHC will review its online and print materials that promote the MA in Globalization. The Marketing & Promotions Coordinator at the Faculty of Social Sciences will be consulted when developing a strategic plan about the marketing and branding of the graduate program.	Director	Fall 2018

Secure committed teaching units from tenure track faculty members	The IGHC will enter into negotiations with the relevant	Director	Fall 2018
from Social Sciences and Humanities at McMaster University for extended periods, ideally for 35 years stints, which would consolidate the program while building stable personal links with departments	Deans to secure additional teaching commitments from existing permanent faculty at McMaster.		
Build partnerships and explore possible collaborative opportunities with other programs	The IGHC will consult with the Directors of the MA in Gender Studies, the MA in Cultural Studies & Critical Theory, and other relevant graduate programs to identify potential areas of collaboration, cooperation, and partnership in order to enhance the student experience.	Director/Advisory Committee	Ongoing over next 3 years
Hire a part-time administrator to assist the Coordinator and increase opportunities to involving students in faculty research and training.	The IGHC will enter into negotiations with the Dean of Social Sciences to secure an additional staff position.	Director	Fall 2018

<p>Explore opportunities with the Office for Community Engagement and look to commensurate programs for guidance and potential collaboration to develop experiential learning opportunities. However, be mindful of existing resources constraints and the material frailty of the program. In order to have a successful community engagement program, the MA would require additional personnel to manage the opportunities. In the absence of increased teaching units and</p>	<p>The IGHC will continue building its relationship with the Office of Community Engagement by connecting graduate students with research opportunities in the Hamilton area. Research opportunities that complement students' MRP papers will be prioritized. The level of engagement with this Office will be mindful of the administrative resources available at the IGHC.</p>	<p>Director</p>	<p>Ongoing</p>
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<p>administrative support, we do not recommend pursuing community engagement.</p>			
<p>Internationalization: where possible, more funding should be directed to offsetting international fees in the form of tuition waivers or scholarships. This will attract more international students to the program whilst maintaining its commitments to inclusion and accessibility for disadvantaged and marginalized people.</p>	<p>The IGHC will continue working with the Faculty of Social Sciences, in particular the Associate Dean of Graduate Studies and Research, to secure additional scholarships and other financial resources for international students.</p>	<p>Director</p>	<p>Ongoing</p>

Increase research training opportunities for students.	The Advisory Committee will consider this recommendation and look to design research training workshops for all graduate students as well as increase the number of opportunities for students to work as Research Assistants. Further efforts will be made to integrate graduate students into the research life of the IGHC.	Advisory Committee	Ongoing over next 3 years
Improve marketing and profile with sister undergraduate programs beyond McMaster	The IGHC will promote the MA in Globalization to undergraduate students in relevant global studies programs across Canada and abroad. It will consult its 2015 report on the possibility of creating an undergraduate program in Globalization Studies at McMaster. This report conducted a detailed	Director	Fall 2018

	analysis of undergraduate programs in global studies. The IGHC will aim to marketing the MA in Globalization to students in these programs.		
Standardize the TA allocation process and make clear that these positions are allocated on a competitive basis.	The Advisory Committee will create new protocols for the distribution of TA positions and develop a transparent process for communicating how these positions are allocated to students.	Director/Advisory Committee	Fall 2018

Refine the research methods course such that it offers training opportunities beginning in first term and formalizes the workshop program.	The Advisory Committee will consider this recommendation as part of its overall consideration of how its core graduate courses (Globalization 709 and 710) are taught.	Advisory Committee	Fall 2018
Develop program streams to improve the coherence of the program and assist students in the design of their MA degree	The Advisory Committee will review the program structure of the MA in Globalization and make changes that will enhance the student experience while maintaining the academic integrity of the program.	Advisory Committee	Ongoing over the next 3 years
Consider improving experiential learning and community engagement opportunities by increasing the faculty resources involved and interchanging the MRP with field work opportunities.	The IGHC will consider this recommendation contingent on securing staff resources to support internships and field research opportunities.	Advisory Committee	Ongoing over next 3 years
Offer research assistantships in projects led to faculty members'	The Director will consult with the Dean of Social Sciences as	Director/Advisory Committee	Fall 2018
research programs, in place of scholarships	well as the Associate Dean of Graduate Studies and Research in order to determine the feasibility of this recommendation. The Advisory Committee will also reach out to IGHC faculty and encourage them to use their research funding to hire Globalization MA students as RAs.		

Re-introduce distinct positions for the direction of the MA program and of the Institute.	The Advisory Committee will consider this recommendation about the governance of the IGHC and graduate program once the new Director begins her five-year term in July 2018.	Advisory Committee	Fall 2018
Ensure that membership of the advisory group be broadly representative of the McMaster community and especially of those engaged with globalization issues, and that it be truly involved in the life of the program and of the Institute.	The Advisory Committee will review its membership on an ongoing basis in order to ensure that it is a diverse and representative body.	Advisory Committee	Ongoing
Develop a PhD Diploma/Certificate in Globalization that could be tacked on to a standard disciplinary PhD.	The Advisory Committee will consider this recommendation and consult with relevant PhD granting departments at McMaster about their interest in such an initiative. The viability of providing a Diploma for MA/MSc students in other programs will also be explored.	Advisory Committee	Ongoing over the next 3 years

Faculty Response

Overall, the reviewers provided a resounding endorsement of the program, while noting some areas for improvement and recommending some specific actions to undertake to address them. The reviewers emphasized the distinctiveness of the Globalization MA within the Canadian landscape of global programs (e.g., Munk, Balsillie, etc.), the exceptional student experience in the program, the intellectual rigour underlying its approach to the critical analysis of globalization and its effects, and the program's fit with McMaster's strategic focus on globalization and internationalization. As is often the case for interdisciplinary programs that cross departments and faculties, it relies heavily on the

goodwill and commitment of participating faculty, and the reviewers lauded the commitment of participating faculty.

While the Faculty will support the IGHC as it implements the larger set of recommendations, the Dean focused his comments on those recommendations for which the Faculty may play a particularly important role.

1. Build partnerships and explore possible collaborative opportunities with other programs.

This recommendation is consistent with a greater emphasis within IGHC more generally on increased collaboration (research and educational) both with other units at McMaster and externally. While the report highlighted opportunities with Humanities, which should be explored, opportunities likely exist with other faculties as well. There may be scope, for instance, to expand the current collaboration within the inter-faculty Global Health graduate programs. A broader range of research collaborations with other academic partners external to McMaster may also lead to opportunities for exchange and other types of educational collaborations. The Dean's office is happy to work with IGHC as appropriate to pursue such opportunities.

2. Secure committed teaching units from tenure track faculty members from Social Sciences and Humanities at McMaster University for extended periods, ideally for 3-5 years stints, which would consolidate the program while building stable personal links with departments

This, to be frank, is a challenging recommendation at a time when the faculty complements in both Humanities and the Social Sciences have fallen, overall course enrolments have grown, and, although the financial status of each has improved in recent years, both faculties continue to face fiscal challenges. Nonetheless, the Dean's office will work with the Director of IGHC, relevant Department Chairs and interested faculty, and the Dean of Humanities to explore opportunities to make such time-limited commitments to the Globalization MA. Working together, they may be able to identify creative ways to take advantage of shared interests that can provide greater stability to the MA program.

3. Hire a part-time administrator to assist the Coordinator

The administrator role is a shared position across the Globalization MA and general IGHC programming and activities. Changes to staffing therefore have to be considered within the larger context of demands across these two components of the position, and support provided by IGHC for its activities distinct from the MA program. They also have to be considered in light of the new responsibilities providing support for a limited set of administrative activities to the Water Without Borders program, an arrangement that began this past year (and is more limited than depicted in the review report).

4. *Internationalization: where possible, more funding should be directed to offsetting international fees in the form of tuition waivers or scholarships. This will attract more international students to the program whilst maintaining its commitments to inclusion and accessibility for disadvantaged and marginalized people.*

Admitting international students has been, and will continue to be, a challenge for the program. The Dean viewed this issue as linked to the discussion and recommendations about integrating students into faculty research. The reviewers too readily dismissed the contribution research funding associated with IGHC and its faculty can play in providing funding to support the admission of strong international (and Canadian) students. While tuition waivers can help and deserve to be examined, alone they will be of limited effectiveness. Working with IGHC, the Faculty needs to develop ways to expand the pool of resources available.

5. *Experiential Learning and Community Engagement*
 - a. *Consider improving experiential learning and community engagement opportunities by increasing the faculty resources involved and interchanging the MRP with field work opportunities.*
 - b. *Explore opportunities with the Office for Community Engagement and look to commensurate programs for guidance and potential collaboration to develop experiential learning opportunities. However, be mindful of existing resources constraints and the material frailty of the program. In order to have a successful community engagement program, the MA would require additional personnel to manage the opportunities. In the absence of increased teaching units and administrative support, we do not recommend pursuing community engagement.*

These two are linked. The reviewers correctly identify these as a challenge in a 12-month MA program. However, a number of aspects of the current environment suggest that there may be more opportunities than in the past. The greater emphasis on experiential learning in graduate training suggests that both more and more variety of opportunities will be available, even in the context of programs structures as the Globalization MA. Given that many of the faculty associated with IGHC conduct community-engaged research, better integration of Globalization students in the research of faculty should create opportunities for community engagement related to that research. This is also consistent with potential opportunities for students to get involved with the Office for Community Engagement through the research shop that it now oversees. So while resources and the nature of the 12-month program place real constraints on the nature and amount of experiential learning and community engagement that is possible within the MA, it is possible to improve upon the current situation.

6. *Re-introduce distinct positions for the direction of the MA program and of the Institute.*

This is an internal matter relating to the governance of IGHC and its programs. IGHC receives the same support for the Institute and the MA program (6 units of teaching release) as

comparable units within the Faculty. The MA program is notably smaller than the graduate programs of departments and schools in the Faculty, which counterbalances the increased administrative complexity of an interdisciplinary MA.

Quality Assurance Committee Recommendation

McMaster's Quality Assurance Committee (QAC) reviewed the above documentation and the committee recommends that the program should follow a modified course of action with a progress report and a modified internal cyclical review to be conducted no later than 4 years after the start of the last review. At the time of the internal review, the committee will be looking at progress that has been made in response to the recommendations and specifically, how the recommendations have been implemented with the resources available at the time.