



**Internal Academic Review 2007-2008**  
**Department of Community Health and Epidemiology**  
**Internal Academic Review Committee Report to Senate**

The Internal Academic Review (IAR) of the Department of Community Health and Epidemiology is now complete. The Internal Academic Review Committee (IARC) has taken into consideration all of the IAR submissions related to the Department and respectfully submits the following report. The IARC Report to Senate is intended to supplement the findings of the attached Review Team Report and to provide a mechanism for the Head of the Department and the Associate Dean of the Faculty of Health Sciences to report jointly on the progress in addressing the Review Team recommendations.

**Summary of the Internal Academic Review of the Department of Community Health and Epidemiology**

The Internal Academic Review Committee (IARC) acknowledges the success of the Department and would encourage the Department to undertake a strategic review to develop a framework that responds to its critical role within the Faculty of Health Sciences, and the larger University environment. This framework would help the unit to set academic priorities while, at the same time, recognize the multi-faceted aspects of academic and research initiatives happening in the unit.

The IARC supports the recommendation within the reviewers' reports that the Department identify research themes and directions that will allow the unit to set short and long-term priorities. The IARC agrees with the concept of establishing a Research Committee to align and focus research initiatives and facilitate communication and collaboration both internally and externally.

The IARC notes the Department's successful efforts to address space issues as identified in the reviewers' reports and would encourage the Department to develop a strategy for information technology to identify where the issues and synergies exist.

As described in the reviewers' reports, one valuable initiative would be the development of a published list highlighting the extensive service outreach of faculty members from the Department and underscoring how such endeavours contribute to the quality and vitality of the academic mission of the unit.

The IARC supports the Department of Community Health and Epidemiology in its efforts to address the recommendations put forth by the reviewers. The IARC applauds the Department for its performance and leadership, and encourages the Department to work in collaboration with the Faculty of Health Sciences to continue to harness the opportunities for strategic growth and academic excellence.

## **Outcomes of the Internal Academic Review of the Department of Community Health and Epidemiology**

*Joint response submitted by the Vice-Dean Academic, Faculty of Health Sciences and  
the Head of the Department of Community Health and Epidemiology*

The Internal Academic Review has highlighted the numerous successes of the Department of Community Health and Epidemiology. The Department has enjoyed impressive growth in its educational and research programs, both of which are recognized externally for their quality. The outstanding leadership the Department has enjoyed has been an important enabler of these academic achievements.

The Department of Community Health and Epidemiology is undertaking a comprehensive strategic review of its role, and that of the public health sciences, within the Faculty of Health Sciences and the University. This process will be informed by the strategic priorities of the Faculty of Health Sciences and the new framework for the basic science departments within the Faculty that is expected to emerge from the ongoing restructuring process.

The Department has established a Research Advisory Committee which will be responsible for coordinating the Department's plans to align and focus its research efforts to the extent possible, recognizing the essential role that the Department's public health scientists play in the diverse, multidisciplinary research units that are the main engine of research within the Faculty of Health Sciences.

The Department will continue to pursue its longstanding goal of concentrating as many of its core faculty as possible in a single location, while respecting the need for some individuals to be collocated with other scientists within the Faculty's multidisciplinary research units.

The Department will work with other units within the Faculty of Health Sciences to develop a strategy for information technology to support our collective research efforts. Central to this initiative will be the Queen's ICES unit through which the Department has now established access to all the data holdings of the Institute for Clinical and Evaluative Sciences in Toronto, through a secure internet connection.

The Department plans to expand its role in statistical consulting in support of other health researchers in the University. As part of this effort we will establish and advertise an inventory of the specialist expertise available within the Department. The consulting unit will operate on a cost recovery basis and will provide training opportunities for our graduate students in applied biostatistics.

The Department thanks the IARC, and all those who participated in this review, for their helpful and constructive recommendations. The Department will continue to work in collaboration with the Faculty of Health Sciences to seek opportunities for strategic growth and academic excellence.

**Attachment:**  
Review Team Report

*Queen's University*

*Department of Community Health and Epidemiology*

*Internal Academic Review*

*Report of the Internal Academic Review Team*

*March 2008*

---

**I.**

The Department has had to address an issue regarding the length of time to completion of the MSc degree and it appears to have been successful in rectifying this problem for full-time students. The problem persists for part-time students but it was recognized that the Department has little control over the major factors contributing to the length of time to completion for this group.

DCHE now has abundant opportunities to expand its Graduate Program. Apart from the newly established PhD program and a planned collaborative biostatistics program, the Department has also become the initial home for a new Masters of Public Health. In addition, should the Queen's initiative to establish a School of Public Health come to fruition, CHE faculty may play an integral role in the establishment and eventual activities of such a school. Although these new programs provide extraordinary opportunities for growth, they also present significant challenges. These challenges will include, but not necessarily be restricted to, the need to establish strategic academic priorities, managing the increasing teaching demands on faculty, maintaining the high quality of the graduate program as it expands, and maintaining the integrated role DCHE has in the Faculty of Health Sciences.

#### **ii. Undergraduate Program**

DCHE's contribution to undergraduate teaching is relatively limited and involves teaching two courses (EPID 301 and EPID 499) within the multi-disciplinary Life Sciences program with a third course in Biostatistics to be implemented in the Fall 2008. The Department has recognized that its engagement in the training of health professionals could be expanded and this has been achieved to some extent through its contributions to undergraduate medical education including introductory lectures, modules and small group sessions.

#### **iii. Postgraduate Training Program**

Although not a component of this review, the newly accredited residency program in Community Medicine leading to Fellowship with the Royal College of Physicians and Surgeons of Canada is a noteworthy addition to DCHE's educational programs. This clinical program is provided in collaboration with the Department of Family Medicine but a significant proportion of the program is the responsibility of DCHE. This program will require resources to meet the accreditation standards of the Royal College and the necessary resource allocation is very likely to have an impact on other educational programs within the Department.

#### **iv. Teaching and Learning**

The overall quality of instruction appears to be high in all educational programs of the Department although the absence of formal reports of student evaluations from the self study limited the extent to which this could be assessed. Nonetheless, the undergraduate courses appear to be well received and the students were reported as being generally pleased with the quality of the instruction. The external reviewers were particularly impressed with the complete and well-organized documentation regarding DCHE's involvement in the Life Sciences program.

The quality of incoming graduate students is regarded as being very high and graduates of the MSc program have no difficulty securing employment on completion of their degrees.

#### **v. Strengths and Opportunities**

In its educational endeavors, the Department's strengths and opportunities are numerous and include:

- A very well functioning and highly regarded current MSc program
- Outstanding leadership provided by the Graduate Coordinator
- Establishment of the MPH program, initially within CHE
- The potential establishment of a Queen's School of Public Health
- The emergence of the collaborative Biostatistics program
- The establishment of the residency program in Community Medicine

#### **vi. Challenges and Threats**

The challenges and threats the Department must address as it continues the development of its educational programs include the following:

- Faculty workload  
The significant expansion of the educational programs will strain faculty resources and future teaching demands may not be able to be met by current faculty capacity.
- Space demands  
Current space is marginally adequate for the existing programs. Significant expansion of educational programs will outstrip the capability of the DCHE to house them.
- Information technology support  
Central support for IT management is suboptimal and may become a significant liability as educational programs grow.
- Staff support  
The two departmental non-academic staff, 50% of one position of which is funded from soft money sources, will likely not be sufficient to support the anticipated growth of the Graduate Program.

### **IV. Scholarship and Research**

#### **1. Overview**

The Department has two Canada Research Chairs, which is high for most university departments, as well as several well-established scientists and many associated research centers (three) and groups (nine). Faculty members are well-funded and there appears to have been a dramatic rise over the past five years in both total awards and the success rate in external grant competitions. There is a very healthy level of productivity in terms of publications and graduate student supervision. This significant level of performance is in no small part related to the very strong leadership provided by the Department Head.



**VI. Recommendations**

DCHE is a strong department that is making significant contributions in both education and research. It is now presented with what appear to be unprecedented opportunities for growth in an environment in which competition for resources is intense. In this context, the IAR team offers the following recommendations for the Department:

1. Group existing project to establish focused strategic research themes/directions, that will:
  - a. Be developed in the context of emerging programs and opportunities.
  - b. Guide the establishment of priorities for future recruiting.
  - c. Provide a context for decisions regarding which collaborations to pursue can be made.
  - d. Inform space planning and, potentially, Graduate Program planning
  - e. Establish academic priorities
2. Continue to support and expand the development of the collaborative Biostatistics program at the Masters level.
- 3.