External Review Report

2. Expansion Planning: Develop detailed implementation plans for the approved expansion, outlining timelines, resource requirements, marketing strategies, and benchmarks to track progress and balance growth and quality.

3. Funding for PhD Students: The current model for PhD education largely engages part time students who are working full time and paying their own way. A mature research program for HINF should include some students who are fully supported and contribute more fully to the school's research.

4. Admin Support for Expansion: Recruit a full-time coop staff and a part-time program assistant.

5. Faculty Research Productivity: A robust research program would benefit from a greater proportion of larger grants.

6. Technical Support for Research: Secure budget for a dedicated laboratory manager position to fully leverage recent technology investments and support faculty research in emerging areas.

7. Operating Budget: Advocate for an increase in the non-salary operating budget proportionate to student numbers and program operations growth.

8. Tuition Revenue: Renegotiate the distribution of tuition revenue from highly profitable graduate programs to adequately support program delivery and infrastructure needs.

9. Faculty Growth and Succession Planning: Develop a long-term strategic plan for hiring and retaining faculty to meet the teaching and research demands of the expanded program, considering emerging trends such as AI for Health.

10. Educational EHR System: Prioritize acquiring and implementing an educational electronic health record system. Include funding for a technical support person to ensure its long term sustainability and integration.

11. Curriculum Evolution: Establish a formal process for regular curriculum review and updates in the rapidly changing field of health informatics. Explore the development of micro-credentials to meet emerging professional development needs.

12. Collaboration and Impact: Foster partnerships that focus on co-creating knowledge, developing innovative solutions, and ensuring that research findings are translated into real-world impact.

13. Data-Informed Decision-Making: Establish processes to collect and track key metrics (student outcomes, faculty productivity, grant success rates) to inform strategic planning and resource allocation.