

**REPORT OF THE ACADEMIC PLANNING COMMITTEE  
TO THE REGULAR October 2017 SENATE**

**FOR INFORMATION**

Eighteen-month follow-up from ACAPLAN’s recommendations from the Program Review for the following program: **Master in Business Administration Program.**

Below is an excerpt from the Institutional Quality Assessment Process at Laurentian University approved at the Quality Council in June 2011.

**PROCESS FOR FOLLOW-UP**

No later than 18 months after Senate submission, those responsible for implementing the changes writes a report to the Dean and to ACAPLAN, on the actions it has taken in response to the review. If ACAPLAN does not find the response satisfactory, it may ask the program for further actions.

<b>Recommendation</b>	<b>Proposed Follow-up</b>	<b>Responsibility for Leading Follow-up</b>	<b>Timeline</b>	<b>Implementation Update</b>
<p>1. To prepare for AACSB accreditation, develop terms of reference for all associated departments and committees, detailing clear accountabilities, objectives and guidelines, with associated timelines, of what needs to be accomplished and by whom.</p>	<p>Conduct annual reviews of the terms of reference for the MBA Committee and quarterly reviews of accreditation plans</p> <p>Report to Faculty after each review</p>	<p>Program Coordinator (PC) and Associate Dean of Management (ADM)</p>	<p>September 2016 and ongoing</p>	<p>(ADM) All FoM Committees’ terms of reference were submitted to FoM Faculty Council for approval in preparation for the EPAS accreditation site visit in March 2016.</p> <p>(PC) – The MBA program is currently operating under the terms of references revised in March 2016.</p> <p>A revision of the terms of references is planned for Fall 2017. Terms of references should be adjusted to take into account the new organizational structure of the faculty.</p> <p>The MBA program has been featured in various media outlets. Most notable: The MBA program ranked #1 when it comes to the proportion of women enrolled in the program; MBA program ranked in various national rankings; MBA featured</p>

				in the magazine of the Sudbury Chamber of Commerce.
2. Identify and assess each distinct MBA offering as a unique program or offering	Clarity the marketing plan (e.g., target market, competitive analysis, unique value proposition) and business model (e.g., resources generated and required) for each program/offering	Program Coordinator working as appropriate with Laurentian's marketing team	December 2015 and ongoing	<p>(PC) – In order to increase enrolments, the PC have participated to the undergraduate and graduate fairs organized by the university.</p> <p>The Dean has retained the services of Keystone Academic Solutions, specializing in matching universities, colleges and other higher education institutions with the right prospective students. The association has been successful so far, since the reports show numerous interests from prospective students.</p> <p>Unfortunately, the program has been having difficulties to get support from the central university (e.g., marketing, liaison and admissions services) to follow-up on these interests.</p> <p>Since the academic year 2015-2016, our undergraduate students who are enrolled in their last year of studies and who have a GPA of B+, receive an offer to enroll in the Fast Track MBA allowing them to completed the program in one year if they meet the GMAT admission requirements or receive a 6+ year management work experience GMAT waiver.</p> <p>Since July 2016, the FOM Online Team who was providing support to the MBA program (liaison, admissions, advising, correspondence, marketing, advertising, etc.) has been moved outside the Faculty. Recently, the</p>

				Faculty of Management received permission to hire a MBA Advisor to improve relations with current and potential MBA students, increase student satisfaction, provide assistance to Admissions and Liaison, etc.
	Ensure new target markets reflect LU's SMA of attracting first time university goers, Indigenous learners and students who have disabilities	Program Coordinator with Liaison Office	Ongoing	MBA program marketing has been national and international to attract qualified applicants and to provide degree program access on-campus and online. We have implemented the GMAT to give access to younger students (those without 6+ years managerial experience) which in combination with the Fast Track MBA option is allowing first generation university students to consider the Laurentian MBA. Indigenous learners and students with disabilities have not been specifically targeted due to marketing budget restraints, but they would be aware that the program is an option for all qualified students.
	Develop new courses such as business ethics & corporate social responsibility, global management, Management and information systems, leadership, and supply chain management	Program Coordinator and Associate Dean of Management	Ongoing	(ADM) – Revised curriculum introduced in Fall 2015 <a href="https://laurentian.ca/program/business-administration-mba">https://laurentian.ca/program/business-administration-mba</a> (See attached appendix.)  (PC) – Following the previous IQAP, the following steps have been taken: <ul style="list-style-type: none"> <li>• A benchmarking exercise took place in years 2014-2015 with a comparative analysis performed with 10 Canadian universities. Seven criteria were considered.</li> <li>• A new curriculum (57 credits) has then been designed consisting in 4 blocs of courses: Business Foundations (24 cr.), Core</li> </ul>

				<p>MBA (21 cr., Work-integrated-learning (3 cr.) and Electives/Specialization (9 cr.).</p> <ul style="list-style-type: none"> <li>• Several courses have been revised to update their number of credits and or their contents.</li> <li>• Six new courses (Ethical leadership, Global Management, Corporate Finance, MIS, Advanced Marketing Planning and Consulting Project) have been introduced and form the core of the MBA in addition to the Strategic Management course.</li> <li>• The new curriculum aligns with the mission of the faculty.</li> <li>• A new elective course on CSR. First nations and mining industries has been created by one of our MBA faculty and taught on campus for the first time in Fall 2016. The feedback received from the student was excellent.</li> <li>• A new elective on learning organizations has been created and taught online for the first time in Winter 2017. The feedbacks were excellent.</li> </ul>
3. Align program with the strategic directions of the University.	Develop joint programs with other areas of strength—environmental sustainability, mining innovation	Program Coordinator and Associate Dean of Management	September 2015 and ongoing	<p>(ADM) – The MBA degree is a general management degree. The revised curriculum was designed to provide for 9 credits of electives that could be taken in some area of specialization.</p> <p>Currently, faculty resources are not available to develop specializations.</p>

	and exploration and rural and northern health and its regional needs in Indigenous relations and governance and northern economic development			<p>Discussions have taken place with the Goodman School of Mines (GSM) to develop a one year Master's of Mining Finance. These discussions are ongoing. Discussions have also taken place to explore collaborating in a proposed online Master of Public Health but this initiative is currently on hold.</p> <p>Developing programs in the listed areas of strength most likely involves one year specialized master's degrees, similar to what is currently under discussion with GSM. Additional faculty resources with expertise in these areas are needed in order to move such initiatives forward within the AACSB accreditation mandated parameters the programs will have to respect.</p> <p>(PC) – Due to the lack of resources in the FOM, no further initiatives other than the ones above has been undertaken.</p>
	Consider direct entry into MBA from these programs	Program Coordinator and Associate Dean of Management working with Admissions Office	September 2015	<p>(ADM) – Conditional admissions are offered to qualified final year students in the Faculty of Management. Currently there are no joint programs with other faculties for the reasons outlined above.</p> <p>(PC) – No further initiatives other than the ones above has been undertaken</p>
4. Intentional hiring at a more senior level (and with a positive predisposition towards accreditation) should be	Once budget committee approves hires, positions get posted explicitly seeking such	Dean of Management (DM)	Ongoing	<p>(DM) - The Faculty has hired several experienced Associate Professors in the Management and Marketing disciplines. However, senior faculty have not been hired for leadership roles (e.g., Chairs). A SHRC Research Chair in Accounting would be</p>

considered for future faculty positions.	candidates			most helpful for strengthening our accounting program and attaining AACSB International accreditation.
		Dean of Graduate Studies verifies candidates selected can be accredited to the faculty	Ongoing	The Dean of the Faculty of Management has verified the credentials of all candidates to meet AACSB accreditation requirements. The C.V.s of the candidates are available to the Dean of Graduate Studies.
5. Strengthen research climate in Faculty of Management	VP Research to meet with faculty to promote research, explore joint research projects; Support development of internal research centres;	VP Research	September 2015 and ongoing	The V.P. Research's schedule has not permitted him to attend a Faculty meeting. However, the Dean keeps the V.P. Research up to date on our research progress.
	Facilitate work integrated learning and cross-pollination of courses among graduate programs;  Provide financial support when students present their research at national and international conferences;  Ensure	Dean of Graduate Studies	Ongoing	We have added a work integrated learning MBA course requirement for students without 2+ years of prior managerial work experience.  Most MBA students are on a practitioner track and are not involved in research. I am not aware of MBA student requests for conference funding.  The Faculty of Management is

	appropriate space be set aside for MBA students			short of space and therefore is unable to provide appropriate space for the MBA students.
	Program to explore research colloquia with Chinese colleagues	Associate Dean of Management	Ongoing	(ADM) The dual-degree program with ZUFE called for research collaborations. To date, these have not materialized. The joint program management committee meets annually but these research collaborations appear to be less of a priority. The annual Global Management Conference led by colleagues in the Department of Finance and Operations is collaborating with IAE Lille on the 2017 conference to be held in June on the IAE Lille campus.
	Encourage participation in research methods webinars sponsored by the Consortium for the Advancement of Research Methods and Analysis (CARMA)	Program Coordinator	Sept. 2015	(PC) – To the best of our knowledge, at the initiative of our faculty member, the FOM Research Committee has purchased a one year membership at CARMA from Fall 2014 to Summer 2015. Membership dues was paid through the FOM Research funds. It has not been renewed since, because of a lack of interest.
6. Re-evaluate program in 2017-2018	Program undertakes self-study	Dean of Management	Spring 2017 to be concluded by Spring 2018	(DM) The 3 year MBA review is to be prepared for the external review visit due in Sept 2017.
	Same external reviewers are approached for re-review	Vice-President Academic and Provost	March 2017	Not schedule yet. We plan to pursue EPAS accreditation for the MBA program once a MBA Advisor is hired and issues caused by the removal of our online support staff team are resolved.

In addition to the Review Team’s formal set of recommendations, it also made, *en passant*, several others that in ACAPLAN’s view need to be followed up:

9.Enhance on-line library support	Benchmark Laurentian resources with peer AACSB-accredited schools (Brock, Carleton, Ryerson, St. Mary’s and the University of Victoria) and develop a plan to purchase same, assuming such resources would support anticipated curricular and research needs	Commerce librarian in consultation with Program Coordinator, Dean of Management and University Librarian	September 2015	No direct initiative has been undertaken on this point.  However, the Dean arranged with the University Librarian to have ABI-Inform purchased to comply with AACSB business journal access requirements for online and on-campus students.
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The Dean of the Faculty of Management shall be responsible for monitoring the implementation plan. The details of progress made shall be presented in the Dean’s Annual Report and filed with the Vice-President Academic and Provost. The executive Summary and the monitoring reports will be posted on Laurentian University’s web site.