



Cyclical Program Review Final Assessment Report and Implementation Plan for the Professional Graduate Programs Offered by the Smith School of Business

Programs Reviewed:

- Master of Business Administration (MBA):
 - Full-time MBA (FTMBA)
 - Executive MBA (EMBA)
 - Executive MBA Americas (in partnership with Cornell University, USA) (EMBAA)
 - Accelerated MBA (AMBA)
- Master of Finance (Toronto) (MFIN)
- Master of Finance (Beijing) (MFIN Beijing)
- Master of Management Analytics (Toronto campus and blended modes of delivery) (MMA)
- Master of Management Innovation and Entrepreneurship (MMIE)
- Master of International Business (MIB)
- Graduate Diploma in Business (GDA)
- Graduate Diploma in Accounting (GDB)

In accordance with Queen's University Quality Assurance Processes (QUQAP), this final assessment report provides a synthesis of the external evaluation, internal responses, and assessment of the above programs. This report identifies the significant strengths of the programs, and opportunities for program improvement.

An implementation plan is attached that identifies:

- who will be responsible for acting on and monitoring progress on the recommendations,
- any resource or governance implications resulting from the recommendations, and
- timelines for implementation of the recommendations.

Final Assessment Report: Executive Summary

Summary of Review

- 1) The Smith School of Business produced a self-study document that was reviewed by the Faculty Dean and the Vice-Provost (Teaching and Learning). The self-study was approved on February 2, 2023.
- 2) The review team visit took place on August 23-24, 2023. The review team members were:
 - i. Dr. Alexandra Panaccio, Associate Dean, Accreditation and Faculty Relations, and Associate Professor of Management, Concordia University.
 - ii. Dr. David Stangeland, Professor of Finance, University of Manitoba.
 - iii. Dr. Joshua Karton, Associate Professor, Faculty of Law, Queen's University.
- 3) The visit included meetings with
 - i. Students, including a specific meeting with students based in Alberta.
 - ii. Faculty members
 - iii. Staff
 - iv. Representatives of services including Centre for Content Development, Career Advancement Centre, and others.
 - v. Librarian
 - vi. Smith School Dean, Associate Deans and Assistant Deans
 - vii. Vice-Provost (Teaching and Learning)
 - viii. Vice-Provost and Dean, School of Graduate Studies and Postdoctoral Affairs
- 4) The review team reported on October 6, 2023. The School Dean, Associate and Assistant Dean, and Director of Strategic Program Development and Accreditation responded to the review team report on February 20, 2024.
- 5) At its meeting on April 8, 2024, the Senate Cyclical Program Review Committee considered all the documentation and a draft Final Assessment Report and Implementation Plan developed by the committee secretary and Vice-Provost (Teaching and Learning). The Report and Plan was approved on May 6, 2024.

The following strengths were noted:

- The programs are of very high quality. They are well designed in terms of length and content, and offer an exceptional student experience.
- High quality faculty, with top-notch research capacity and knowledge.
- High quality academic leadership team.
- High student retention and on-time completion of programs.
- Strong post-graduation employment rates.
- Course-level outcomes, program-level outcomes and degree-level expectations are well-aligned.
- Programs are grounded in effective and sustainable business activities.
- Tangible progress toward greater equity, diversity, inclusion and Indigenization (EDII) has been made. The Smith School of Business has recently adopted a strong and ambitious EDII strategy and action plan.

The following opportunities for enhancement were noted:

- Establish consistent curriculum revision and assurance of learning processes across programs.
- Ensure content on Indigenization, equity, diversity and inclusion is integrated more consistently at the course level.
- Increase cross-listing of courses and other offerings across programs where there are content overlaps.
- Build further on the already strong experiential and international learning opportunities.
- Foster faculty members' research productivity.

Summary of Review Team Recommendations

The reviewers made ten recommendations in the following areas (see the implementation plan for full list of recommendations):

- Continuous improvement recommendations around mechanisms for assurance of learning, course mapping, assessments, and involvement of industry leaders in curriculum revision.
- Addition of academic leadership to programs where it is currently less present.
- Keeping course materials fresh and ensuring that EDII content is integrated consistently into all courses.
- Opportunities for greater interaction between students in different professional graduate programs.

Status

The professional graduate programs in the Smith School of Business have been approved to continue.

Dates monitoring report due: Fall 2025 and Spring 2028

N.B.: For programs to be reviewed in the 2028-2029 academic year, the second progress monitoring report will coincide with, and support, preparation of the self-study.

Dates of next reviews:

2028-2029 academic year

Management Program Suite: MMIE; MIB; MFIN; MFIN Blended; MFIN Beijing; GDA; GDB; MDPM.

(The MDPM (Master of Digital Product Management) is a new program which was not reviewed in the current cyclical program review).

2029-2030 academic year

MBA Program Suite: FTMBA; AMBA; EMBA; EMBA

Analytics Program Suite: MMA; MMA Blended; MMAI, MFIT

(The MMAI (Master of Management (Artificial Intelligence) and MFIT (Master of Financial Innovation and Technology are new programs which be reviewed for the first time in 2024-2025, then again in 2029-2030 alongside the other Analytics programs).

Prepared by Vice-Provost (Teaching and Learning)

April 2024

Approved by the Senate Cyclical Program Review Committee

May 6, 2024

Recommendations	Proposed Follow-up	Responsibility for Leading Follow-up	Resource or Governance Implications	Timeline for Addressing Recommendation
	regularly to reflect research-supported disciplinary evolution and current events.			
2. Complete the system to map course learning outcomes to program learning outcomes to degree learning expectations, and implement the process systematically and continuously across all programs. Ensure program directors are actively involved in the process of establishing and revising learning outcomes, in collaboration with faculty members teaching in the programs.	<p>a. Complete curriculum mapping review of Master of Finance and Graduate Diploma in Business.</p> <p>b. Complete curriculum mapping review of full-time MBA and Executive MBA Americas.</p> <p>c. Complete curriculum mapping review of programs in the professional graduate programs portfolio (except for those that were reviewed in 2023).</p>	Program and Academic Directors	<p>Time of faculty and staff involved.</p> <p>Approval for program changes by governance bodies at the School or University level, as appropriate.</p>	<p>Summer 2024</p> <p>Summer 2025</p> <p>Summer 2026</p>
3. Continually review program courses and activities to identify	Program directors review courses, mode of delivery,	Program directors,	Approval by Smith	Opportunities identified by December 2024.

Recommendations	Proposed Follow-up	Responsibility for Leading Follow-up	Resource or Governance Implications	Timeline for Addressing Recommendation
opportunities for cross-program cooperation, such as cross-listing of courses and activities that integrate students with students from other programs at Smith, and more broadly at Queen's University.	<p>scheduling and course weight in their programs in consultation with faculty members.</p> <p>Discuss at Smith Faculty forum, seek approval from Smith Faculty Board.</p>	Associate and Assistant Deans, Professional Graduate Programs.	Faculty Board	Approval winter term 2025.
4. Relatedly, establish processes and mechanisms to systematically involve industry leaders and other stakeholders in curriculum design and revision, possibly through advisory groups or boards.	<p>i. Articulate how and where feedback from industry leaders and stakeholders is included in curriculum design and regular revision.</p> <p>ii. Identify if there are gaps in this process. E.g., programs which do not seek this feedback systematically or incorporate it meaningfully into curriculum design.</p>	Academic Directors and Program Directors. Oversight from Associate and Assistant Deans of Professional Graduate Programs and Assistant Dean, Teaching and Learning.	Time and possibly financial resources needed to augment current practices.	<p>i. Fall 2024</p> <p>ii. Winter 2025</p>

Recommendations	Proposed Follow-up	Responsibility for Leading Follow-up	Resource or Governance Implications	Timeline for Addressing Recommendation
	iii. Establish and implement processes to address identified gaps.			iii. Fall 2025
5. Continually monitor how course assessment is being conducted across courses and programs. The goal would be to improve methods used to assess student achievement of the course-level and program-level learning outcomes and Degree Level Expectations, paying particular attention to course grades reflecting verifiable performance of individuals whether in an individual or group setting.	<p>Appoint academic directors for the MBA suite of programs, analytics suite of programs, and the Master of Finance.</p> <p>Establish assurance of learning process and committee. Clearly outline the role of assessment in assurance of learning.</p> <p>Ensure that the development and monitoring of relevant and valid assessment methods is part of the process.</p>	Assistant Dean (Teaching and Learning) and Assistant Dean (Professional Graduate Programs).	Establishment of new committee	<p>Spring 2024</p> <p>December 2025</p>
6. Establish a process for assurance of learning which includes systematic assessment of learning outcomes achievement, data	Ensure that the assurance of learning process	As above	As above	December 2025

Recommendations	Proposed Follow-up	Responsibility for Leading Follow-up	Resource or Governance Implications	Timeline for Addressing Recommendation
<p>analysis, and implementation of required changes at the course or program level (“closing the loop”). Program directors and faculty members teaching in the programs should be directly involved in this process, in collaboration with staff members.</p>	<p>i) explicitly includes the elements listed in the recommendation</p> <p>ii) involves program directors, faculty members teaching in the programs, and includes collaboration with staff members.</p>			
<p>7. Seek out opportunities for greater interaction between students in different PGPs, on campus when they are present at the same time, and online otherwise. For off-campus programs, ensure that time spent on campus is used to its greatest potential by prioritizing activities that cannot be as effective when conducted remotely; consider shifting some in-person academic activities to remote instruction to make more time on campus for</p>	<p>Alignment of teaching and learning activities with modes of delivery that enhance student to student engagement.</p> <p>Implementation of further cross-listing opportunities.</p> <p>Continued synchronization of offerings and services.</p>	<p>Program Academic Directors</p> <p>Directors’ Council, in consultation with Associate Dean, Faculty.</p>	<p>none</p>	<p>April 2025</p> <p>April 2025; biennial review thereafter.</p> <p>Review on an annual basis.</p>

Recommendations	Proposed Follow-up	Responsibility for Leading Follow-up	Resource or Governance Implications	Timeline for Addressing Recommendation
networking and team-building activities.				
8. At the course level, it would be advisable to put in place more monitoring and support systems to help ensure that EDII is integrated more consistently into course content across all courses.	Application of the revised degree level expectations to be addressed during curriculum review of programs.	Program Academic Directors, supported by Assistant Dean (Teaching and Learning), and Directors for EDII and Strategic Program Accreditation	Staff and Faculty time.	Programs to be reviewed in tranches, completed by 2026
9. In order to achieve its EDII goals, the School may want to further emphasize EDII considerations in faculty recruitment (both full-time and adjunct) in addition to ensuring that the most qualified candidates are chosen.	Target advertisement of faculty positions to reach under-represented groups. Continue with equitable hiring practices.	Dean and Associate Dean, Faculty. Other stakeholders are the Director, EDII and the Smith	none	Ongoing, with annual review.

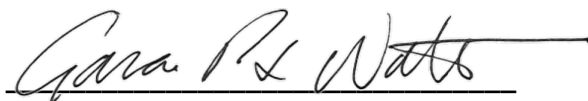
Recommendations	Proposed Follow-up	Responsibility for Leading Follow-up	Resource or Governance Implications	Timeline for Addressing Recommendation
		EDII Committee.		
10. Add a component of academic leadership to programs where it is currently less present. Incorporating academic leadership activities as a positive factor toward performance reviews and promotion can ensure that faculty members see such activity as valued and as a way to advance their careers at Smith.	Appoint academic directors for the MBA suite of programs, analytics suite of programs, and the Master of Finance.	Associate Dean (Professional Graduate Programs).	Resource implications for creation of academic director positions.	Spring 2024

The Dean, Smith School of Business shall be responsible for monitoring the implementation plan. The details of progress made will be presented in a monitoring report submitted to the Senate Cyclical Program Review Committee for approval and to Senate for information. Monitoring reports are posted on the Provost's Office web site.

Final Assessment Report & Implementation Plan

Approved by SCPRC: May 6, 2024

Vice-Provost (Teaching and Learning)



Signature

Dean, Smith School of Business



Signature

Final status of Professional Graduate programs
in the Smith School of Business

Approved to Continue

Date of next program reviews

2028 - 2029 Academic Year
2029 – 2030 Academic Year

Next Steps for School

Monitoring Reports on progress implementing the recommendations of the cyclical program review to be submitted 18 months and 4 years after receipt of the signed Final Assessment Report, in Fall 2025 and Spring 2028. The provost's office will remind the School of the deadline nearer the time and provide a template for the report.