

Queen's University

Executive Summary of the Review of the Academic Programs in Queen's School of Business

In accordance with Queen's University Quality Assurance Processes (QUQAP), Queen's School of Business (QSB) submitted a self-study on October 14, 2014 to the School of Graduate Studies and the Office of the Provost and Vice-Principal (Academic) to initiate the cyclical program review of its undergraduate, graduate and professional programs. The approved self-study presented program descriptions, learning outcomes, library report and analyses of data provided by the Office of Institutional Research and Planning and the School of Graduate Studies. Appendices to the self-study contained CVs for each full-time member in Queen's School of Business and the library report.

Three arm's-length reviewers (Dr. Thierry Grange, President of the Strategic Board, Grenoble Ecole de Management, Grenoble, France; Dr. Robert Mantha, Vice-President, Research & Development, Université du Québec à Trois-Rivières; and, Dr. Don Klinger, Queen's Faculty of Education) examined the materials and conducted a site visit on November 5-6, 2014. The site visit included interviews with the vice-provost (teaching and learning), vice-provost and dean graduate studies, QSB associate deans, executive director of the commerce program, QSB program directors and meetings with undergraduate students, graduate students, librarian, staff and faculty.

In their report (November 19, 2014), the review team provided feedback that describes how Queen's School of Business' programs meet the QUQAP evaluation criteria and are consistent with the university's mission and academic priorities. The review team noted that Queen's School of Business was committed to providing a rich and valuable student learning experience. In particular, the review team noted that QSB strived for continuous quality improvement across all of its various programs.

The review team did report on a number of challenges including: program learning outcomes that are not clearly articulated or detailed; the need to find methods to better measure learning outcomes; the inability for most professors and adjunct faculty to articulate program learning outcomes and DLEs underlying their courses and the programs in which they teach; and, the need to have a greater number of publications in high-level journals to align with the School's strategic objectives and mission and to maintain a competitive advantage within Canada and internationally.

Based on all of the above documentation, a *Final Assessment Report* and an *Implementation Plan* were prepared by the vice-provost (teaching and learning) and approved by the provost (March 6, 2015).

The academic programs in the Queen's School of Business have been approved to continue and are scheduled for their next review in eight years (2021-2022)

Prepared by the vice-provost (teaching and learning)

March 2, 2015

Final Assessment Report & Implementation Plan for the CPR of the Academic Programs in Queen's School of Business

Final Assessment Report & Implementation Plan for the Cyclical Program Review of the Academic Programs in Queen's School of Business

In accordance with Queen's University Quality Assurance Processes (QUQAP), this final assessment report provides a synthesis of the external evaluation and the internal response and assessments of the undergraduate, graduate and professional programs delivered by the Queen's School of Business. This report identifies the significant strengths of the programs, 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; who will be responsible for acting on those recommendations; and, timelines for acting on and monitoring the implementation of those recommendations.

Summary of the Cyclical Program Review of the Academic Programs in Queen's School of Business

Queen's School of Business submitted a self-study to the School of Graduate Studies and the Office of the Provost and Vice-Principal (Academic) on October 14, 2014. The self-study presented the program descriptions and learning outcomes, an analytical assessment of the academic programs, and program data including the data collected by the Office of Institutional Research and Planning and the School of Graduate Studies. Appended to the self-study were a number of documents including CVs for each member of Queen's School of Business and the library report.

Two arm's-length external reviewers (Dr. Thierry Grange, President of the Strategic Board, Grenoble Ecole de Management, Grenoble, France and Dr. Robert Mantha, Vice-President, Research & Development, Université du Québec à Trois-Rivières) and one arm's-length internal reviewer (Dr. Don Klinger, Queen's Faculty of Education) were selected by the vice-provost (teaching and learning) in consultation with the dean of the School of Graduate Studies, from nominations submitted by Queen's School of Business. The review team evaluated the self-study documentation and then conducted a site visit to Queen's on November 5-6, 2014. The site visit included interviews with vice-provost (teaching and learning), vice-provost and dean graduate studies, QSB associate deans, executive director of the commerce program, QSB program directors and meetings with undergraduate students, graduate students, librarian, staff and faculty.

In their report (November 19, 2014), the review team provided feedback that describes how the Queen's School of Business' programs meet the QUQAP evaluation criteria and are consistent with the university's mission and academic priorities. The review team noted that Queen's

School of Business was committed to providing a rich and valuable student learning experience. In particular, the review team noted that QSB strived for continuous quality improvement across all of its various programs.

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The dean of QSB, after consultation with faculty and staff in the school, submitted a response to the review team report (December 9, 2014). The dean of the school of graduate studies also submitted her response to the provost's office (December 17, 2014). Specific recommendations were discussed, and clarifications and corrections presented.

Subsequent to receipt of the review team report and the internal responses from the school and the dean of graduate studies, the senate cyclical program review committee (SCPRC) dedicated its meeting of January 13, 2015 to this particular discussion.

The SCPRC would like to recognize the following strengths of QSB:

- Provides a rich student learning experience, including exceptional opportunities for BCom students to participate in an international exchange;
- Exceptional distance learning opportunities in the executive education programs complemented with superior levels of support;
- Excellent student to faculty and staff to faculty ratios;
- Impressive 94% employment rate within six months of graduation for both graduate and undergraduates;
- Ability to respond quickly to changing contexts and evolving market demands with innovative programs.

The SCPRC would like to identify the following opportunities for enhancement. The school is encouraged to continue to explore:

- The introduction of new and innovative programs, including the proposed Executive Doctorate in Business Administration (EDBA);
- Continued investment in the academic quality of programs by fostering a collaborative and supportive research culture for both faculty and graduate students;
- Ways to improve program learning outcomes by: finding methods to better measure learning outcomes; improving the level of detail of learning outcomes; and, assisting instructors with how best to articulate their program-level learning outcomes.

Summary of the Reviewer's Recommendations with the Deans' Responses

Learning Outcomes

The review team noted that after reviewing the self-study documents and speaking with faculty members, program directors and administrators, they identified three aspects related to learning outcomes that require further attention: i. find better methods to measure learning outcomes; ii. create learning outcomes that are clearly articulated and detailed; iii. Ensure that learning outcomes at the program level are communicated systematically to all faculty.

The Queen's School of Business responded that it agreed with the review team that learning outcomes for each of their programs still require more work. The response reported that some progress has been made in this area (for example, program directors are now highly engaged in the development and implementation of program-wide learning outcomes and assessment) but the School needed to better communicate with faculty members, so that they can connect the learning outcomes and assessments from their courses to the program's learning outcomes.

The vice-provost and dean of the School of Graduate Studies reiterated QSB's commitment to defining learning outcomes for their existing graduate programs which would require periodic review as curricula are modified. The response went on to say that it is a requirement for all new programs to have learning outcomes and that these will be developed as part of the proposed Executive Doctorate in Business Administration (EDBA).

MSc/PhD external scholarships

The review team expressed concern that students entering the academic graduate programs (and first year PhD students) may be at a disadvantage when applying for external scholarships. It was noted by the review team that these scholarships require students to prepare a relatively solid research proposal and have a record of scholarship. The review team was concerned that the lack of dedicated supervisions for new students may make it more difficult for these graduate students to build competitive applications for scholarships.

The dean of Queen's School of Business replied that recent changes to the programs, as part of a curriculum review, include assigning a supervisor to students earlier – by November of their first term at the latest. The response went on to say that MSc students work with that supervisor for the remainder of their one-year program; PhD students complete a summer research project with their supervisor by the end of their first year. It is expected that these changes will improve students' research output and for PhD students, their time-to-completion.

The vice-provost and dean of the School of Graduate Studies responded that it is the case that few MSc Management students apply for external awards which may be a consequence of being a one year program like most in the humanities and social sciences. The response went on to say that the QSB could consider providing information about the CGS-M and encourage eligible applicants to apply as part of their recruitment efforts. The distribution of OGS awards and decisions about the relative allocation of awards to new and continuing students, Master's or

PhD are made at the local level, within QSB; however, all programs would join in the chorus that more awards are needed.

Executive Doctorate in Business Administration

The review team recommended that the proposed Executive Doctorate in Business Administration (EDBA) be distinguished from the existing PhD program including: student profile, curriculum, career prospects, as well as ensuring that both doctorates are of the highest quality supported by solid faculty engagement.

The dean of the Queen's School of Business responded that QSB agreed with the recommendation and reported that the distinctiveness of the proposed EDBA program has been a defining feature that has, from the beginning, guided the QSB faculty tasked with exploring the viability of the EDBA and developing the program proposal.

The vice-provost and dean of the School of Graduate Studies noted that in the preapproval of the EDBA, the distinctive features of the degree were outlined and as the full proposal is being developed, the unique structure will be clearly evident.

Implementation Plan:

Recommendation	Proposed Follow-up	Responsibility for Leading Follow-up	Timeline for Addressing Recommendation
1. That QSB intensify its research productivity, including increased publications in high-impact journals, in order to sustain and improve the academic quality of its programs. As noted by the Review Team, this will be important to maintain and improve the competitive advantage of QSB both within Canada and internationally.	Initiate discussions with QSB's Research Committee and Associate Dean (Research)	QSB Associate Dean (Research), Associate Dean (SGS), Dean, QSB	Dean of Queen's School of Business' <i>annual report</i> to the provost 2016 Vice-provost and dean, graduate studies' <i>annual report</i> to the provost 2016

2. That QSB explore curriculum changes in its BCom degree program that may provide opportunities for its students to take courses offered by other faculties (especially Arts and Science) thus widening the breadth of the Commerce program.	Executive Director of the Commerce program should initiate discussion with relevant faculty, cognate faculties and undergraduate commerce students to explore possible adjustments to the curriculum which would allow more opportunities to take courses outside QSB.	Executive Director, Commerce Program	Dean of Queen's School of Business' <i>annual report</i> to the provost 2016
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The dean of Queen's School of Business and the vice-provost and dean, Graduate Studies, shall be responsible for monitoring the implementation plan. The details of progress made will be presented in the deans' annual reports and filed in the office of the provost and vice-principal (academic). Monitoring reports will be posted on the university web site.

Final Assessment Report & Implementation Plan

27 March 2015

Approval Date

Vice-Provost (Teaching and Learning)


Signature

Dean, Queen's School of Business


Signature

Vice-Provost and Dean, School of Graduate Studies


Signature

**Final status of academic programs in the
Queen's School of Business**

Approved to Continue

Date of next program review

2021/2022 Academic year

