



Executive Summary and Implementation Plan

Quality Assurance – Cyclical Program Review

Faculty of Business Administration – Undergraduate and Graduate Programs

September 2014

In accordance with the Lakehead University Institutional Quality Assurance Process (IQAP) the Faculty of Business Administration (FOBA) submitted a self-study (June 2012). Volume 1 presented the program descriptions and outcomes, an analytical assessment of their programs and a summary of program metrics including results from a student survey along with institutional information and statistical data. Volumes 2 and 3, respectively, provided a collection of the program course outlines and the CVs for each full-time member in the Faculty.

Two external reviewers and one internal reviewer, selected by the Senate Academic Quality Assurance Sub-committee (SAC-QA) from a set of proposed reviewers, examined the materials and completed a two-day site visit in November 2012. The visit included interviews with the Provost and Vice-President (Academic), Deputy Provost, Dean (FOBA), Dean of Graduate Studies, Manager of Graduate Studies, the FOBA Management Group, Director of Admissions, Director of the Student Success Center, as well as faculty and sessional lecturers. The Review Team toured the university and department and met with undergraduate and graduate students and alumni.

In their report, submitted April 2013, the Review Team provided feedback that describes how the programs (listed below) meet the Quality Assurance Framework evaluation criteria and are consistent with the University's mission and academic priorities. They reported that the admission standards, curriculum structure and delivery, and teaching and assessment methods are appropriate, reflect the current state of the discipline, and are effective in preparing graduates to meet defined outcomes and the University's undergraduate and graduate Degree Level Expectations (DLE's). The Review Team praised FOBA for a culture that promotes the importance of academic and professional qualifications and for attracting young, academically qualified faculty, even in very competitive disciplines, thus enhancing research and scholarly activity. Small class sizes, frequent interactions with faculty, active student clubs, and appropriate completion times for both the graduate and undergraduate programs all speak to high levels of student engagement and success.

The Review Team provided feedback and recommendations for the Faculty. The Review Team: i. encouraged FOBA to explore ways to better address the University's goals of enhancing Aboriginal learner and community involvement as well as

considering international opportunities for undergrad students, ii. felt that FOBA students would benefit from increased use of the Student Success Center, particularly Career Services and the Cooperative Education Option and iii. encouraged FOBA in its efforts to recruit and support international students in both graduate and undergraduate programs.

The Dean (FOBA) submitted a response to the Reviewers' Report (August 2013). Clarifications and corrections were presented followed by a response to each of the recommendations made by the Review Team.

A Final Assessment Report (FAR) has been prepared to provide a synthesis of the external evaluation and internal response to the recommendations. This report identifies the significant strengths of the program(s), the opportunities for program improvement and enhancement, and sets out and prioritizes the recommendations that have been selected for implementation.

The Implementation Plan identifies who will be responsible for approving the recommendations set out in the Final Assessment Report; who will be responsible for providing any resources made necessary 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.

Programs covered by this Cyclical Review:

- Bachelor of Administration (BAdmin)
- Honours Bachelor of Commerce (HBComm)
- Master of Science in Management (MSc Mgt)

Implementation Plan: Part A - Follow-up Responsibilities led by the Faculty of Business Administration (FOBA)

Undergraduate programs:

Suggestion / Recommendation	Proposed Follow-up	Responsibility*	Timeline
<p>Curriculum development to clarify and enhance learner outcomes better align HBComm program at both campuses</p> <p>allow flexibility w.r.t. non-business options</p> <p>facilitate international exchange</p> <p>adopt Learning Management System in more courses</p>	<p>Task the existing curriculum review process to consider these items.</p>	<p>FOBA Dean, FOBA Chairs and Discipline Coordinators in collaboration with LU International and Directors CEDL and IDC as appropriate.</p>	<p>Initial Actions 2014-2015, Follow-up Ongoing</p>
<p>Build partnerships with Student Success Centre (e.g. Career and Co-operative Education options)</p> <p>External Relations (e.g. graduate data and fund raising)</p> <p>Lakehead International (e.g. develop more supports for international students)</p>	<p>Establish a Working Group to explore opportunities to provide additional services to students; work with internal partners to identify next steps.</p>	<p>FOBA Dean, FOBA Chairs, with, Vice-President (External Relations), and Vice-Provosts (Student Services, LU International and Institutional Analysis)</p>	<p>Initial Actions 2014-2015, Follow-up Ongoing</p>
<p>Engage Aboriginal students and communities as per the University strategic plan</p>	<p>Establish a working group to explore opportunities and develop a plan that identifies next steps.</p>	<p>FOBA Dean and Vice-Provost (Aboriginal Initiatives)</p>	<p>Initial plan 2014-2015; Follow-up On-going</p>

Enhance knowledge of and involvement in FOBA programming for sessional teaching staff	Continue to update Instructor Handbook (developed in 2012) and distribute annually. Discipline groups to hold joint sessional-faculty meetings across both campuses.	Research and Professional Development Committee, Discipline Coordinators	Ongoing
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Graduate Program:

Suggestion / Recommendation	Proposed Follow-up	Responsibility*	Timeline
Enhance recruitment and supports for international graduate students.	Develop a plan to build on current success and identified needs of students.	FOBA Graduate Coordinator, Vice-Provost (International), Dean Graduate Studies	Initial Actions 2014-2015, Follow-up Ongoing

Implementation Plan: Part B – Decanal and Administration Follow-up Responsibilities

Undergraduate and Graduate Programs:

Suggestion / Recommendation	Proposed Follow-up	Responsibility*	Timeline
Systematically capture graduate survey data regarding student satisfaction and employment.	Develop a plan in collaboration with the Office of Alumni and Community Relations and Office of Institutional Analysis	FOBA Dean and Assistant Dean Vice-President (External Relations) Vice-Provost (Institutional Analysis)	Initial Actions 2014-2015, Follow-up Ongoing
Enhance engagement with Orillia programs and faculty	Use Faculty Council and Undergraduate Studies Committee to investigate and organize enhanced collaboration (e.g. increased travel, face-to-face meetings and inclusion in FOBA activities).	FOBA Dean and Assistant Dean FOBA Program Chairs and Discipline Coordinators (both campuses)	Initial Actions 2014-2015, Follow-up Ongoing
Maintain high quality of teaching staff	Submit strategic hiring proposal as part of annual budget planning cycle	FOBA Dean	Ongoing
Explore the potential for fundraising.	Establish working group to identify fundraising activities for both campuses and develop next steps.	FOBA Dean and Assistant Dean, VP (External Relations)	Initial Actions 2014-2015, Follow-up Ongoing

*The Dean of the Faculty, in consultation with the Program Chairs shall be responsible for monitoring the Implementation Plan. The details of progress will be presented in the Deans' Annual Reports and filed in the Office of the Provost and Vice-President (Academic).