



# School of Business and Economics 2015 Annual Implementation Report

Submitted by: Kim Morouney  
On: 14 April 2015

## Recommendations from 2013-2014 Final Assessment Report

<b>Recommendation: Discussions with Senior Administration on competitive salaries for faculty in high demand areas (Reviewers' Recommendation #2).</b>	
<b>Responsibility: SBE Dean</b>	<b>Implementation Date: 2015</b>
Progress to Date (check one): <input type="checkbox"/> Completed <input checked="" type="checkbox"/> In Progress <input type="checkbox"/> Other (please explain):	
Unit Response: Received additional funds from the VPA in 2014 for hiring in Finance and Accounting.	
SBE Decanal Response: As a result, we have been able to hire in both Finance and Accounting this year.	
PRS Comments: The committee considers this recommendation to be completed and there is no need to report on it further.	

<b>Recommendation: Develop In-house technical support (Reviewers' Recommendations #2 and #10).</b>	
<b>Responsibility: SBE Dean</b>	<b>Implementation Date: 2015</b>
Progress to Date (check one): <input type="checkbox"/> Completed <input type="checkbox"/> In Progress <input checked="" type="checkbox"/> Other (please explain):	
Unit Response: Due to resource constraints, no progress has been made.	
SBE Decanal Response: Will need to await implementation of new budget model.	
PRS Comments: Please provide an update on this recommendation in next year's report.	

<b>Recommendation: Increase BTM admission standards (Reviewers' Recommendation #4).</b>	
<b>Responsibility: SBE Associate Dean Programs</b>	<b>Implementation Date: Ongoing</b>
Progress to Date (check one): <input type="checkbox"/> Completed <input checked="" type="checkbox"/> In Progress <input type="checkbox"/> Other (please explain):	
Unit Response: As of the 2014 intake, BTM admission requirements moved to 80 overall. Faculty agree the higher standard improved student performance and learning. As of the 2015 intake, more stringent Math requirements (calculus or functions) and higher English requirements (from 60% to 70%) will come into effect.	
SBE Decanal Response: We are satisfied with the preliminary results.	
PRS Comments: The committee considers this recommendation to be completed and there is no need to report on it further.	

<b>Recommendation: Redesign Management Option to support students in Arts and Science (Reviewers' Recommendation #5).</b>	
<b>Responsibility: SBE Associate Dean, Programs</b>	<b>Implementation Date: 2015</b>
Progress to Date (check one): <input checked="" type="checkbox"/> Completed <input type="checkbox"/> In Progress <input type="checkbox"/> Other (please explain):	
Unit Response: The redesigned Management Option, approved by Science, Arts and Music, goes to Senate in May 2015.	
SBE Decanal Response: Extensive consultation was undertaken with all of the Faculties involved.	
PRS Comments: The committee considers this recommendation to be completed and there is no need to report on it further.	

<b>Recommendation: Review whether fields available in the MBA are demanded by students and offered in a cost-effective way; continue working with centralized resources to ensure business-specific programming and services are provided to the student body (Reviewers' Recommendations #6 and #9).</b>	
<b>Responsibility: FGPS &amp; SBE Deans</b>	<b>Implementation Date: 2015</b>
<b>Additional Notes: Include development of MBA/MFin double degree.</b>	
Progress to Date (check one): <input type="checkbox"/> Completed <input checked="" type="checkbox"/> In Progress <input checked="" type="checkbox"/> Other (please explain):	
Unit Response: Because the Golf & Resort Management field has not yet attracted students, this field is under review. No progress has been made on business-specific programming or services due to resource constraints.	
SBE Decanal Response: We will continue to look at the number of MBA specializations as we make changes to the MBA program.	
FGPS Decanal Response: The part-time Executive MFin program was approved by Senate and is awaiting approval by MTCU. Further, the Executive MFin/MBA double degree was also approved, providing a more attractive option to students who heretofore had only been able to select the MBA with CFA option.	
PRS Comments: Please provide an update on this recommendation in next year's report.	

<b>Recommendation: Consider improvements to the PhD program (Reviewers' Recommendation #7).</b>	
<b>Responsibility: FGPS &amp; SBE Deans</b>	<b>Implementation Date: 2015</b>
Progress to Date (check one): <input type="checkbox"/> Completed <input checked="" type="checkbox"/> In Progress <input type="checkbox"/> Other (please explain):	
Unit Response: Discussions are underway to achieve consistency across PhD specializations in timing of course offerings (every 2 <sup>nd</sup> year for low-demand courses); in remuneration; and in the number of courses offered.	
SBE Decanal Response: We are currently exploring various ways of making our PhD program more efficient in its use of resources.	
FGPS Decanal Response: Curriculum changes have been implemented to make course offerings more flexible depending on student need. However, there has been no move to identify common coursework across fields. Fee differential waivers are now available to select international applicants. There has been no progress on the recommendation to permit direct entry to the PhD program from an undergraduate degree.	
PRS Comments: The committee was concerned about the reference to remuneration in SBE's response and did not feel it was relevant to this recommendation. Please provide an update on the implementation of this recommendation in next year's report.	

<b>Recommendation: Discussion of the currency and demand for the EMTM program (Reviewers' Recommendation #8).</b>	
<b>Responsibility: FGPS &amp; SBE Dean</b>	<b>Implementation Date: 2015</b>
Progress to Date (check one): <input type="checkbox"/> Completed <input checked="" type="checkbox"/> In Progress <input type="checkbox"/> Other (please explain):	
Unit Response: Admission to EMTM continues to be suspended.	
SBE Decanal Response: This program may be revived in the context of an institute being established on the Management of Technology-based Enterprises.	
FGPS Decanal Response: The dean must be kept apprised of any decision to revive this field.	
PRS Comments:	

<b>Recommendation: Continue working with centralized resources to ensure business-specific programming and services (Reviewers' Recommendation #9).</b>	
<b>Responsibility: SBE Dean</b>	<b>Implementation Date: 2015</b>
<b>Additional Notes: Determine implications for services provided by FGPS &amp; Office of Graduate Studies.</b>	
Progress to Date (check one): <input type="checkbox"/> Completed <input type="checkbox"/> In Progress <input checked="" type="checkbox"/> Other (please explain):	
Unit Response: No progress has been made on business-specific programming due to resource constraints.	
SBE Decanal Response: Awaits the creation of the new budget model.	
FGPS Decanal Response: Programs have greater autonomy in making decisions about admissions, deferrals, and course substitutions. Further discussions are anticipated.	
PRS Comments: Please provide an update on the implementation of this recommendation in next year's report.	

<b>Recommendation: Increase the number of Associate Deans to support programs offered by the School (Reviewers' Recommendation #11).</b>	
<b>Responsibility: SBE Dean</b>	<b>Implementation Date: not stated</b>
Progress to Date (check one): <input type="checkbox"/> Completed <input checked="" type="checkbox"/> In Progress <input type="checkbox"/> Other (please explain):	
Unit Response: The addition of an Associate Dean International and Accreditation will be effective 1 July 2015. Further re-structuring of SBE administration is possible in 2016 with the addition of a Vice-Dean, as per the Collective Agreement.	
SBE Decanal Response: A new Associate Dean position is being created to provide leadership of a key element of SBE's strategic plan.	
PRS Comments: The committee considers this recommendation to be completed and there is no need to report on it further.	

<b>Recommendation: Work on better data collection on student satisfaction and placement (Reviewers' Recommendation #12).</b>	
<b>Responsibility: SBE Associate Dean; Programs</b>	<b>Implementation Date: 2015</b>

Progress to Date (check one): <input type="checkbox"/> Completed <input checked="" type="checkbox"/> In Progress <input type="checkbox"/> Other (please explain):
Unit Response: Student satisfaction surveys have been prepared and will be distributed to graduating Toronto MBA students in May 2015; to graduating fulltime Waterloo MBA students in June 2015; and to graduating BBA Co-op students in June 2015.
SBE Decanal Response: Surveys will provide useful feedback to support program development and redesign.
FGPS Decanal Response: Longitudinal data from the CGPSS are available for all SBE graduate programs. FGPS has offered to discuss the results.
PRS Comments: Please provide an update on this recommendation in next year's report.

**Additional Comments (Unit):** I continue to hope that future cyclical reviews (1) will enable us to make use of the voluminous, detailed, relevant material we are already required to generate every 5 years for our professional accreditation reviews, and (2) will not require us to completely re-orient, re-calculate and re-format all of the data contained in our professional accreditation review reports.

**Additional Recommendation from the Program Review Sub-Committee:** At its November 11<sup>th</sup>, 2013 meeting, Senate Academic Planning approved the following motion: "that the Senate Academic Planning Committee, on the recommendation of the Program Review Sub-Committee, approve the inclusion of a university-wide recommendation on each Annual Implementation Report that, prior to the next cyclical review, the program develop a means for assessing program learning outcomes." A full explanation of the rationale behind the motion can be found here:  
[http://legacy.wlu.ca/documents/56385/PRS\\_Recommendation\\_for\\_Annual\\_Implementation\\_Reports\\_SAPC\\_Nov\\_11\\_2013.pdf](http://legacy.wlu.ca/documents/56385/PRS_Recommendation_for_Annual_Implementation_Reports_SAPC_Nov_11_2013.pdf)

Acknowledging that SBE is in a unique position with its accreditation requirements, the committee recommends that SBE put together a strategy for collecting and presenting evidence of this assessment in its next cyclical review.