

Lazaridis School of Business and
Economics
2016 Annual Implementation Report

Submitted by: Lisa Keeping, Associate Dean of
Business: Academic Programs

Date: Oct. 7, 2016

Recommendations from 2013-2014 Final Assessment Report

Recommendation: Discussions with Senior Administration on competitive salaries for faculty in high demand areas (Reviewers' Recommendation #1).	
Responsibility: Lazaridis School Dean	Implementation Date: 2015
Recommendation completed (2015).	

Recommendation: Develop In-house technical support (Reviewers' Recommendations #2 and #10).	
Responsibility: Lazaridis School Dean	Implementation Date: 2015
2014-2015 Actions	
Unit Response: Due to resource constraints, no progress has been made.	
Lazaridis School 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.	
2015-2016 Progress (check one): <input checked="" type="checkbox"/> Completed <input type="checkbox"/> In Progress <input type="checkbox"/> Other (please explain):	
Unit Comments: We were able to hire a full time employee to provide in house technical and facilities support. We also hired a full time employee specifically focused on web site design and maintenance.	
Decanal Comments: More support is required and will be reviewed once the new budget model is implemented. However, I am satisfied that we have made some progress on this front and look forward to the new budget model being in place to explore things further.	
Acting Dean FGPS: It's good to see progress on this issue. Websites are critical to maintaining a program's appeal in terms of recruitment. Likewise, faculty profiles are a draw for students and should be regularly update and maintained.	
PRS Comments: It is clear that this recommendation has been completed and there is no need to report on it further.	

Recommendation: Increase BTM admission standards (Reviewers' Recommendation #4).	
Responsibility: Lazaridis School Associate Dean Programs	Implementation Date: Ongoing
Recommendation completed (2015).	

Recommendation: Redesign Management Option to support students in Arts and Science (Reviewers' Recommendation #5).	
Responsibility: Lazaridis School Associate Dean, Programs	Implementation Date: 2015
Recommendation completed (2015).	

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).	
Responsibility: FGPS & Lazaridis School Deans	Implementation Date: 2015
Additional Notes: Include development of MBA/MFin double degree.	
2014-2015 Actions	
<p>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.</p> <p>Lazaridis School Decanal Response: We will continue to look at the number of MBA specializations as we make changes to the MBA program.</p> <p>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.</p> <p>PRS Comments: Please provide an update on this recommendation in next year's report.</p>	
<p>2015-2016 Progress (check one):</p> <p><input checked="" type="checkbox"/> Completed</p> <p><input type="checkbox"/> In Progress</p> <p><input type="checkbox"/> Other (please explain):</p>	
<p>Unit Comments: All fields in the MBA program are reviewed for interest and the enrollment numbers are monitored. The Golf & Resort Management field will be discontinued due to lack of interest. The part-time Executive MFin program was approved. No progress has been made on business-specific programming or services due to resource constraints.</p>	
<p>Lazaridis School Decanal Comments: We will work on business-specific programming and services once the new budget model comes into effect. However, I'm pleased with the progress we have made in addressing the other aspects of these recommendations.</p> <p>Acting Dean FGPS: Fields should be examined every year with a view to recruitment. We are currently undergoing a faculty-wide discussion of fields and the necessity of having them approved by the Quality Council. The outcome of this decision may make it easier to manage fields in house.</p>	

PRS Comments: The committee considered this recommendation to be satisfactorily completed; there is no need to report on it further.

Recommendation: Consider improvements to the PhD program (Reviewers' Recommendation #7).

Responsibility: FGPS & Lazaridis School Deans

Implementation Date: 2015

2014-2015 Actions

Unit Response: Discussions are underway to achieve consistency across PhD specializations in timing of course offerings (every 2nd year for low-demand courses); in remuneration; and in the number of courses offered.

Lazaridis School 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 Lazaridis School'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.

2015-2016 Progress (check one):

Completed

In Progress

Other (please explain):

Unit Comments: In September of 2015 we proposed a suite of changes to our PhD program to streamline the program, as well as making the best use of the resources available in the department. In consultation with each of the five areas' faculty members, recommendations were made that would strengthen the PhD program and make it more cost-effective. This resulted in an overall decrease in the number of courses offered in our program. The WLU Senate passed these changes in January 2016. Although we did not change the PhD programs to grant entry from an undergraduate degree, we did add Marketing as a field in our MSc program, thus enabling undergraduates access to this field.

Lazaridis School Decanal Comments: As our research-based graduate programs continue to evolve, we will explore ways to make them more cost-efficient without compromising quality.

Acting Dean FGPS Comments: Foundational courses are critical for building cohort integrity at the PhD level. Research Methodology (BU802) is currently the only common course across the five fields. I would also continue to encourage exploration of direct entry to the PhD.

PRS Comments: The updates provided here suggest that there has been several changes made to the PhD program since the cyclical review took place. Given that the recommendations made was to "consider improvements to the PhD program," the committee considered that the recommendation had been implemented and there is no need to report on it further.

Recommendation: Discussion of the currency and demand for the EMTM program (Reviewers' Recommendation #8).

Responsibility: FGPS & Lazaridis School Dean

Implementation Date: 2015

2014-2015 Actions

Unit Response: Admission to EMTM continues to be suspended.

Lazaridis School 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: Please provide an update on this in next year's report.

2015-2016 Progress (check one):

Completed

In Progress

Other (please explain):

Unit Comments: The EMTM program has been re-launched under the umbrella of the newly announced Lazaridis Institute. The program has been accepting applications and we are set to welcome an in-coming class in September. Demand for this program will continue to be monitored.

Lazaridis School Decanal Comments: We look forward to re-launching this field as it now fits within the brand of the Lazaridis Institute, which presents a great opportunity for the school.

Acting Dean FGPS Comments: The EMTM relaunch under the new Lazaridis School brand is a positive development and we look forward to the outcome and assessment of the relaunch in terms of student outcomes and recruitment.

PRS Comments: As with the previous recommendation, the intent behind this recommendation is considered to be completed and there is no need to report on it further.

Recommendation: Continue working with centralized resources to ensure business-specific programming and services (Reviewers' Recommendation #9).

Responsibility: Lazaridis School Dean

Implementation Date: 2015

Additional Notes: Determine implications for services provided by FGPS & Office of Graduate Studies.	
2014-2015 Actions	
Unit Response: No progress has been made on business-specific programing due to resource constraints.	
Lazaridis School 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.	
2015-2016 Progress (check one):	
<input type="checkbox"/> Completed	
<input type="checkbox"/> In Progress	
<input checked="" type="checkbox"/> Other (please explain): It is difficult to follow-up on this item until the new budget model is in place and we assess the implications of this.	
Unit Comments: No progress has been made on business-specific programing due to resource constraints.	
Lazaridis School Decanal Comments: We continue to wait for implementation of the new budget model. Once this is in place, we will reassess the implications and feasibility of working on business-specific programming and services.	
Acting Dean FGPS Comments: The RCM budget model should further enable this kind of programming.	
PRS Comments: The committee would like to see an update on any changes related to this recommendation in next year's report.	

Recommendation: Increase the number of Associate Deans to support programs offered by the School (Reviewers' Recommendation #11).	
Responsibility: Lazaridis School Dean	Implementation Date: not stated
Recommendation completed (2015).	

Recommendation: Work on better data collection on student satisfaction and placement (Reviewers' Recommendation #12).	
Responsibility: Lazaridis School Associate Dean; Programs	Implementation Date: 2015
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.	
Lazaridis School 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 Lazaridis School graduate programs. FGPS has offered to discuss the results.	
PRS Comments: Please provide an update on this recommendation in next year's report.	
2015-2016 Progress (check one): <input type="checkbox"/> Completed <input checked="" type="checkbox"/> In Progress <input type="checkbox"/> Other (please explain):	
Unit Comments: Upon review of the surveys it was determined more work needed to be done for the surveys to be effective. As such, these efforts are ongoing. We are planning to send the satisfaction surveys to the Fall 2016 graduating cohort of the MBA programs. Also, our MBA alumni are now taking part in surveys so that our MBA programs can be considered for MBA rankings administered by external sources.	
Lazaridis School Decanal Comments: I am pleased to see our efforts on this front reinvigorated and look forward to a full set of surveys being implemented.	
Acting Dean FGPS Comments: Encourage the Lazaridis School to continue using the CGPSS survey, as well as the resources at Laurier's Institutional Strategy and Analytics office. As well, the soon-to-be launched Graduate Programs Outcome Survey—spearheaded by COU and MAESD—will offer additional metrics on student satisfaction and degree outcomes.	
PRS Comments: The committee would appreciate an update on any data gathered on student satisfaction, either by the LSBE internally or through institutional metrics, in next year's report.	

Additional Comments (PRS): The committee considered several of the recommendations to have been completed over the past year and would appreciate one more update on the two outstanding recommendations in next year's implementation report.