

UNIVERSITY OF WINDSOR
CYCLICAL PROGRAM REVIEW (CPR)
FINAL ASSESSMENT REPORT AND IMPLEMENTATION PLAN: BUSINESS
UNDERGRADUATE AND GRADUATE PROGRAMS
April 2026

Executive Summary of the Cyclical Program Review of the Odette School of Business

In accordance with the University's Institutional Quality Assurance Process (IQAP), this final assessment report provides a synthesis of the external review and the internal responses of the undergraduate and graduate programs in the Odette School of Business.

In addition to identifying the strengths of the programs, together with opportunities for program improvement and enhancement, the report prioritizes the recommendations that have been selected for implementation and sets out a plan (including the agent(s) responsible for addressing the recommendations and deadline dates) for follow-through. Timelines for monitoring the implementation of the recommendations are built into the process, with areas reporting mid-cycle on their progress to the Senate Program Development Committee, or earlier where there are significant concerns requiring urgent follow-up.

The Odette School of Business 2023-2024 Self-Study submitted to the Office of Quality Assurance on June 17, 2025, included: 1) a summary of recommendations and actions from the last review; 2) descriptions and analysis of the programs, their learning outcomes, curriculum structure, modes of delivery, assessment methods, and student experience; 3) information on enrolments as well as financial, physical, and human resources; and 4) the program data including the standard data package provided by the Office of Quality Assurance. Included in the appendices to the Self-Study were faculty member CVs, course syllabi, and information on AACSB accreditation.

The Odette School of Business programs were reviewed by Dr. Erica Carleton (Faculty of Business Administration, University of Regina), Dr. Jennifer Li (Goodman School of Business, Brock University) and Dr. John Sutcliffe (Department of Political Science, University of Windsor). In addition to assessing the Self-Study, the Review Team conducted a two-day in-person site visit on November 19-20, 2025, which included meetings with faculty, students, administrative staff, undergraduate, graduate committees, MEM program leads, the Associate Vice-President, Academic, the Dean of the Odette School of Business, and the Dean of Graduate Studies.

In their report (January 6, 2026), the Review Team confirmed that the undergraduate and graduate programs meet the IQAP evaluation criteria and are aligned with the University's mission, vision, and strategic plan. Admissions requirements, program requirements, assessment methods, and learning outcomes for both undergraduate and graduate programs are clear, appropriate, and aligned with provincial degree-level expectations and AACSB accreditation. The Review Team noted "[t]he faculty complement is of high quality, with many members holding strong scholarly records and external research funding, including SSHRC awards". Students reported feeling satisfied and supported in their program and prepared for their careers upon completion, overall. This is evidenced in the strong retention rates and time to completion rates of the undergraduate and graduate programs. However, students expressed some concerns about the lack of co-op opportunities for some combined undergraduate programs, the lack of technical preparation in the accounting stream of the Master of Management, and perceived weaknesses in the MBA curriculum in terms of clear employment outcomes, early co-op opportunities, and purpose of a few courses.

Overall, the Review Team noted that both the undergraduate and graduate programs meet provincial and AACSB quality assurance requirements. The variety of program offerings, at both the undergraduate and graduate levels, responds to student and market demand locally, nationally, and internationally; though care will need to be taken to maintain program differentiation. The Review Team expressed concerns about the sustainability and future growth of programs, in light of the large number of course releases currently allocated, impacting the number of courses taught by senior faculty members, and the recent reduction in administrative support staff. Concern was also

expressed about observable faculty tension within faculty committee, particularly the Undergraduate Programs Committee, which may result in program stagnation if this dynamic impacts the ability to bring forward curriculum changes and innovations.

The Dean of the Odette School of Business submitted their response to the External Reviewers' Report (March 16, 2026), addressing the recommendations, identifying follow-up actions, and providing clarification or corrections, as appropriate. The Senate Program Development Committee (PDC) Final Assessment Report and Implementation Plan (April 2026) considered all the above documentation. The Executive Summary and Implementation Plan, along with any response from the area on the final recommendations, were submitted to Senate in May 2026.

Final Recommendations and Implementation Plan (in priority order)

Final recommendations were arrived at by the Program Development Committee, following a review and assessment of the External Reviewers report and the response from the Dean of the Odette School of Business

Recommendation 1: That the OSB review its academic leadership structure and course release policy, with a view to streamlining academic administrative positions and reducing the number of course releases, and discontinuing the allocation of course releases where the activities fall within standard academic service expectations or standard academic research expectations.

Agents: Dean, Faculty members

Completion by: Mid-Year Report (completion of 2027 Strategic Plan)

Recommendation 2: As part of its strategic planning process, that the OSB review staff roles and jobs descriptions, including exploring opportunities to improve faculty and staff administrative efficiency through carefully selected tools and targeted professional development, where appropriate, in alignment with the review of its course release policy and of its academic leadership structures (Recommendation 1).

Agents: Dean, Faculty members

Completion by: Mid-Year Report (completion of 2027 Strategic Plan)

Recommendation 3: That the OSB conduct a comprehensive review of the MBA curriculum, with a view to addressing, as appropriate, student concerns about:

- a) insufficient experiential learning opportunities
- b) a lack of preparation for the applied project in the second half of the program, due in part to the absence of formal project management training
- c) perceived ineffective courses

Agents: Dean, Faculty members

Completion by: Mid-Year Report (completion of 2027 Strategic Plan)