

UNIVERSITY OF WINDSOR
UNIVERSITY PROGRAM REVIEW (UPR)
REPORT ON: Business
GRADUATE AND UNDERGRADUATE PROGRAMS
May 2019

EXECUTIVE SUMMARY

Review Preparation

In preparing this document, the Program Development Committee reviewed the following: the Odette School of Business Self-Study (SS) (2016/2017), the report of the external reviewers (ER) (Jan 2019), and the response from the Dean (DR) (April 2019) to the above material. The external reviewers were: Dr. Daniel Coleman, Faculty of Business Administration, University of New Brunswick; Dr. Michael Maier, Alberta School of Business, University of Alberta Mississauga; and Dr. Jess Dixon, Faculty of Human Kinetics, University of Windsor.

Undergraduate and Graduate Programs

At the undergraduate level, the Odette School of Business (OSB) offers a Bachelor of Commerce (Honours) in Business Administration which can be completed with or without thesis, and with or without co-op. Students complete either a general program of study or may elect to complete one of six specializations: Accounting, Finance, Human Resources, Marketing, Strategy and Entrepreneurship, and Supply Chain and Business Analytics. The OSB also collaborates with other departments on campus to offer a Bachelor of Commerce (Honours) in Business Administration and Computer Science (with/without thesis, with/without co-op, and with/without any of the six Business specializations), a Bachelor of Commerce (Honours) in Business Administration and Economics (with/without thesis and with/without any of the six Business specializations), a Bachelor of Commerce (Honours) in Business Administration and Mathematics (with/without thesis and with/without Finance specialization or Supply Chain and Business Analytics), and a Bachelor of Commerce (Honours) in Business Administration and Psychology (with/without thesis and with/without Human Resources Management and Industrial Organizational Psychology specialization).

The OSB offers a number of degree completion pathways and articulation agreements for CAAT or equivalent diploma holders, as well as a degree completion pathway for students from Southwestern University of Finance and Economics in China, and for students from the Global Institute of Management and Economics in China.

A Post-Graduate Certificate in Accounting, a Certificate in Business Administration, a Certificate in Organizational Management, a Minor in Business Administration, and a Minor in Entrepreneurship are also offered.

At the graduate level, the OSB offers a Master of Business Administration (regular program or program for managers and professionals), a Fast-track Master of Business Administration with Professional Accounting Specialization (MBA-PAS), and a Master of Management (specifically designed for international students). The Co-op program associated with the MBA has been suspended since 2008. The OSB collaborates with the Faculty of Law to offer an integrated Master of Business Administration and Bachelor of Laws, and with the Faculty of Engineering to offer a Master of Engineering Management.

Enrolments

Undergraduate

	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018
Full-Time	1354.5	1262	1187.5	1099.5	1036
Part-Time	277	296	219.5	217.5	259

Graduate

	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018
MBA Full-Time	78	85	87	108	109
MBA Part-Time	0	0	1	0	0
MBA-PAS Full-Time	-----	-----	-----	20	22
MBA-PAS Part-Time	-----	-----	-----	-----	-----
MOM Full-Time	393	344	294	313	294
MOM Part-Time	-----	-----	-----	-----	-----

Human Resources*

Faculty/Instructors

Tenure/tenure-track faculty	65 (including the Dean, Associate Deans, and 8 vacancies)
AAS as Learning Specialists	5 (including 1 vacancy)
Limited-Term Appointments	6 (including 2 vacancies)
Sessional Lecturers	4 (including 1 vacancy)
Sessional Instructors	59
Faculty members involved in graduate program delivery	39 tenure/tenure-track faculty; 4 AAS/Ls; 4 LTA; plus ~10 sessional instructors

Full/Part-time Staff

Assistant to the Dean – Student and Alumni	1
Assistant to the Dean – Finance and Administration	1
Career Advising Coordinators	2.7
Internal and External Relations Officer	1
IT Support Administrator	1
Major Gift Officer	1
MBA Program Administrator	1
MBA-PAS Program Administrator	1
MOM Program Administrator	1
Recruitment and Retention Coordinator	1
Secretary to the Dean	1
Secretary - Undergraduate and Academic Advising	1
Secretary - Graduate	1
Secretaries	4
Secretaries - Receptionists/General	2
Student Experience Coordinator – MOM Program	1
Student Success Coordinator	1.4

**as of Winter 2019*

FINAL ASSESSMENT REPORT (with Implementation Plan)

Significant Strengths of the Programs

As noted by the external reviewers, the Odette School of Business “has introduced a number of initiatives to enhance quality. These include: receipt of AACSB accreditation...; the introduction of specializations in the BComm program...; an increased emphasis on experiential learning in the BComm programs [and] the MBA program...; [and] the creation of the [Odette Student Success Centre] which serves as a “one stop shop” for most students advising needs.” (ER, pp.7-8). Through its accreditation process, OSB has completed a critical review of program and course learning outcomes, established curriculum maps, and created assessment of learning rubrics to measure these outcomes; all of which inform improvements to teaching, learning and support services to ensure students to graduate “with the knowledge, skills and attitudes to improve business practice and leadership”. (SS, p. 442)

The external reviewers also noted continual improvement in the faculty research culture and noted the OSB's extensive community engagement through its many experiential learning opportunities and other interactions.

Opportunities for Program Improvement/Enhancements

"Overall the Odette School is aligned with the goals of the University of Windsor and learning outcomes are being met. There are a number of curricular innovations that reflect the best current practices within higher business education." (ER, p. 11) Suggestions for program enhancements from the external reviewers included: adding hybrid learning opportunities; moving to 12-week format for MBA courses (rather than the current 9-week format) to more easily allow for combined MBA degree programs such as an MBA in Sport and Recreation Management (with Kinesiology) or an MBA in Health Care Management (with Nursing); integrating assessment of learning at various stages of the programs; integrating MoM and MBA student spaces to provide for more interaction between the students; adding a capstone course to each specialization; and improving alumni relations. (ER, pp. 2-8)

Other opportunities for program improvements are captured in the recommendations listed below.

IMPLEMENTATION PLAN

Recommendations (in priority order)

(Final recommendations arrived at by the Program Development Committee, following a review and assessment of the External Reviewers report, and the Dean's response.)

Recommendation 1: That the Odette School of Business (OSB) develop a strategy to attract more female applicants to the undergraduate programs so that it is on par with peer Canadian institutions (over 50%). This is the most direct way to increase current enrolment and would not require creating new programs or majors.

Agents: Dean

Completion by: Fall 2020

Recommendation 2: That OSB review its MoM program and report back on the following:

- ensuring consistency between the stated objective of the program – to attract international students to Odette, where they would experience a "Canadian" approach to various topics in international business, after which the graduates would return to their home countries – and the current employment outcomes.
- providing more "Canadian" content and offering opportunities for structured contact with the business community (projects, work experience in the form of internships, etc.).
- providing more structured opportunities for interactions with Canadian students and business culture.
- improving the services and amenities (for example, equivalent lounge spaces) available to MoM students to reduce the disparity between the MBA and MoM students.

Agents: Dean, OSB Council, MoM program director

Completion by: Fall 2020

Recommendation 3: That OSB review its administrative structure to ensure reporting and other administrative tasks (such as grant proposals) have dedicated members of the faculty to oversee them. For example, an Associate Dean for Research is highly recommended as the size of the School is approaching the point where one is necessary to ensure consistency of research strategy across the school.

Agents: Dean

Completion by: Fall 2020

Recommendation 4: That OSB continue to examine its curriculum and report back on the following:

1. assessing the extent of the alignment between the program and course learning outcomes for each of its graduate and undergraduate programs;
2. adding hybrid learning opportunities (eg., courses offered partially face-to-face and partially online);
3. moving to the standard 12-week semester cycle for all graduate courses (e.g, MBA/MoM);

4. integrating assessment of learning at various stages of the programs;
5. adding a capstone course to each specialization; and
6. exploring what it would take to launch research-based graduate programming.

[PDC note that the OSB has submitted learning outcomes to Senate for each of its graduate and undergraduate programs and courses, as well as curriculum maps.]

Agents: Dean, Program Area Chairs

Completion by: Fall 2020