Cyclical Program Review Final Assessment Programs

- Master of Business Administration (MBA):
    - Full-time MBA (FTMBA)
    - Executive MBA (EMBA)
    - Executive MBA Americas (in partnership with Cornell University, USA
    - Accelerated MBA (AMBA)
- Master of Finance (Toronto) (MFIN)
- Master of Finance (Beijing) (MFIN Beijing)
- Master of Management Analytics (Toronto campus and blended modes of d
  (MMA)
- Master of Management Innovation and Entrepreneurship (MMIE)
- Masr this final
  assessment report provides a synthesis of the external evaluation, internal r
  assessment of the above programs. This report identifies the significant stre
  programs, and opportunities for program improvement.

An implementation plan is attached that identifies:
  - who will be responsible for acting on and monitoring progress on the
  - any resource or governance implications resulting from the recomme
  - timelines for implementation of the recommendations.

Summary of Review

1) The Smith School of Business produced a self-study document that was reviewed by the Faculty Dean and the Vice-Provost (Teaching and Learning). The self-study was approved on February 2, 2023.

2) The review team visit took place on August 23-24, 2023. The review team members were:

    i. Dr. Alexandra Panaccio, Associate Dean, Accreditation and Faculty Relations, and Associate Professor of

The following opportunities for enhancement were noted:

- Establish consistent curriculum revision and assurance of learning processes across programs.
- Ensure content on Indigenization, equity, diversity and inclusion is integrated more consistently at the course level.
- Increase cross-listing of courses and other offerings across programs where there are content overlaps.
- Build further on the already strong experiential and international learning opportunities.
- Foster faculty members' research productivity.

Summary of Review Team Recommendations

The reviewers made ten recommendations in the following areas (see the implementation plan for full list of recommendations):

- Continuous improvement recommendations around mechanisms for assurance of learning, course mapping, assessments, and involvement of industry leaders in curriculum revision.
- Addition of academic leadership to programs where it is currently less present.
- Keeping course materials fresh and ensuring that EDII content is integrated consistently into all courses.
- Opportunities for greater interaction between students in different professional graduate programs.

Status

The professional graduate programs in the Smith School of Business have been approved to continue.

Dates monitoring report due: Fall 2025 and Spring 2028

N.B.: For programs to be reviewed in the 2028-2029 academic year, the second progress monitoring report will coincide with, and support, preparation of the self-study.

Dates of next reviews:

<u>2028-2029 academic year</u>

Management Program Suite: MMIE; MIB; MFIN; MFIN Blended; MFIN Beijing; GDA; GDB; MDPM.

(The MDPM (Master of Digital Product Management) is a new program which was not reviewed in the current cyclical program review).

<u>2029-2030 academic year</u>

MBA Program Suite: FTMBA; AMBA; EMBA; EMBAA

Analytics Program Suite: MMA; MMA Blended; MMAI, MFIT

(The MMAI (Master of Management (Artificial Intelligence) and MFIT (Master of Financial Innovation and Technology are new programs which be reviewed for the first time in 2024-2025, then again in 2029-2030 alongside the other Analytics programs).

Prepared by Vice-Provost (Teaching and Learning)   April 2024

Approved by the Senate Cyclical Program Review Committee   May 6, 2024

Implementation Plan: Professional Graduate Programs, Smith School of Business

N.B.: Recommendation numbers correspond to the priority order established by SCPRC in the Final Assessment Report.

Recommendations	Proposed Follow-up	Responsibility for Leading Follow-up	Resource or Governance Implications

Recommendations	Proposed Follow-up	Responsibility for Leading Follow-up	Resource or Governance Implications	Timeline for Addressing Recommendation
	regularly to reflect research-			

Recommendations	Proposed Follow-up	Responsibility for Leading Follow-up	Resource or Governance Implications	Timeline for Addressing Recommendation
analysis, and implementation of required changes at the course or program level ("closing the loop"). Program directors and faculty members teaching in the programs should be directly involved in this process, in collaboration with staff members.	i) explicitly includes the elements listed in the recommendation ii) involves program directors, faculty members teaching in the programs, and includes collaboration with staff members.			
7. Seek out opportunities for greater interaction between students in different PGPs, on campus when they are present at the same time, and online otherwise. For off-campus programs, ensure that time spent on campus is used to its greatest potential by prioritizing activities that cannot be as effective when conducted remotely; consider shifting some in-person academic activities to remote instruction to make more time on campus for	Alignment of teaching and learning activities with modes of delivery that enhance student to student engagement. Implementation of further cross-listing opportunities. Continued synchronization of offerings and services.	Program Academic Directors Directors' Council, in consultation with Associate Dean, Faculty.	none	April 2025 April 2025; biennial review thereafter.

Recommendations	Proposed Follow-up	Responsibility for Leading Follow-up	Resource or Governance Implications	Timeline for Addressing Recommendation
networking and team-building activities.				
8. At the course level, it would be advisable to put in place more monitoring and support systems to help ensure that EDII is integrated more consistently into course content across all courses.	Application of the revised degree level expectations to be addressed during curriculum review of programs.	Program Academic Directors, supported by Assistant Dean (Teaching and		

Recommendations	Proposed Follow-up	Responsibility for Leading Follow-up	Resource or Governance Implications	Timeline for Addressing Recommendation
		EDII Committee.		
10. Add a component of academic leadership to programs where it is currently less present. Incorporating academic leadership activities as a positive factor toward performance reviews and promotion can ensure that faculty members see such activity as valued and as a way to advance their careers at Smith.	Appoint academic directors for the MBA suite of programs, analytics suite of programs, and the Master of Finance.	Associate Dean (Professional Graduate Programs).	Resource implications for creation of academic director positions.	Spring 2024

The Dean, Smith School of Business shall be responsible for monitoring the implementation plan. The details of progress made will be presented in a monitoring report submitted to the Senate Cyclical Program Review Committee for approval and to Senate for information. Monitoring reports are posted on the Provost's Office web site.

Final Assessment Report & Implementation Plan   **Approved by SCPRC: May 6, 2024**

Vice-Provost (Teaching and Learning)

Signature

Dean, Smith School of Business

_____
Signature

**Final status of Professional Graduate programs
in the Smith School of Business**   **Approved to Continue**

Date of next program reviews   **2028 - 2029 Academic Year**
                                          2029 – 2030 Academic Year

Next Steps for School

Monitoring Reports on progress implementing the recommendations of the cyclical program review to be submitted 18 months and 4 years after receipt of the signed Final Assessment Report, in Fall 2025 and Spring 2028. The provost's office will remind the School of the deadline nearer the time and provide a template for the report.