

YORK UNIVERSITY

Final Assessment Report – Executive Summary

Bachelor of Business Administration BBA

Masters of Business Administration MBA, MBA/JD, MBA/MFA

Joint EMBA Kellogg/Schulich (York/Northwestern)
PhD (Administration)

Master of Management MMgt

Arts, Media and Entertainment Management, GDip

Business and the Environment, GDip

Culture Communication and Leadership in Canadian Business, GDip

Health Industry Management, GDip

Post-MBA Diploma in Advanced Management, GDip

Schulich School of Business

Cyclical Program Review – 2015 to 2021

This Final Assessment Report (FAR) provides a synthesis of the cyclical review of the programs listed below.

Program(s) Reviewed:

BBA

MBA, MBA/JD, MBA/MFA, Joint EMBA (Schulich/Kellogg)

PhD in Administration

MMgt

Arts, Media & Entertainment Management, GDip (Type 2)

Business and the Environment, GDip (Type 2)

Culture, Communication and Leadership in Canadian Business, GDip (Type 2)

Health Industry Management, GDip (Type 2)

Post-MBA Diploma in Advanced Management (PDAM), GDip (Type 2)

Reviewers appointed by the Vice-Provost Academic:

External:

1. **Dr. John-Paul Ferguson**, Associate Professor of Organizational Behaviour, McGill University, Desautels Faculty of Management
2. **Dr. Jay Handelman**, Associate Professor of Marketing, Queens University, Smith School of Business
3. **Dr. Katherine White**, Professor of Marketing, University of British Columbia, Sauder School of Business

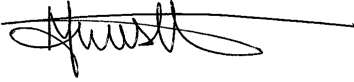
Internal:

1. **Dr. Marie-Hélène Budworth**, Director and Associate Professor, School of Human Resources Management, Faculty of Liberal Arts and Professional Studies, York University, Toronto, Ontario, Canada

Cyclical Program Review Key Milestones:

- Cyclical Program Review launch: September 15, 2021
- Self-study submitted to Vice-Provost Academic: September 19-20, 2023
- Date of the Site Visit: October 30- November 2, 2023
- Review Report received: January 12, 2024
- Program Response received: June 4, 2024
- Dean's Response received: June 4, 2024

Implementation Plan and FAR confirmed by Joint Sub-Committee on Quality Assurance, November 2024.



Submitted by Marcia Annisette, Vice-Provost Academic, York University

This review was conducted under the York University Quality Assurance Protocol, August 2020.

SITE VISIT: October 30 - November 2, 2023

The Schulich School of Business offers one undergraduate program and numerous graduate programs. The external reviews were organized around four groups of programs: Accounting and Finance, General Business Administration, Marketing and Real Estate, and Operations Management and Information Systems.

The virtual site visits for all program groups were organized over a five-day period from October 30 to November 2, 2023.

All of the reviewers for the Schulich groups met first with Marcia Annisette, Vice-Provost Academic and Alice MacLauchlan, Vice-Provost and Dean of Graduate Studies, followed by a meeting with the Dean of the Schulich School of Business, Detlev Zwick and then the Schulich Associate Deans, Kevin Tasa, Associate Dean, Academic; Kiridaran Kanagaretnam, Associate Dean, Students; Eileen Fischer, Associate Dean, Research; Theodore Noseworthy, Associate Dean, External Relations and Ashwin Joshi, Associate Dean, Programs. The reviewers from all programs also met with librarians, including Sarah Coysh, Associate Dean Digital Engagement and Strategy, Angie Liann, Schulich's Associate Librarian, Teaching and Learning. A meeting with Schulich Administrative staff from the Office of Student Services and International Relations, the Centre for Career Design, the Professional Development and Experiential Education Office, the office of Information Services and Technology and the Office of the Associate Dean Academic.

The reviewers for the programs in the General Business Administration group met with the following individuals and groups from those programs: Burkard Eberlein, Director, BBA/iBBA, Mike Valente, Director MBA Program, Peter Macdonald, Director MBA/JD, Kenneth Rogers, Director MBA/MFA and Graduate Diploma in Arts and Media and Entertainment Management, Luke Zhu, Director, Master of Management MMgt, Peter Darke, Director, PhD, and groups of full-time and part-time faculty.

In their report the reviewers noted that while they were able to meet with BBA students and PhD students, no meetings were held with students from the master's programs. While student survey information was made available, and was generally positive, the reviewers note that the lack of interaction with this group of students impacts the reviewers report.

Note: It is regrettable that the reviewers did not have the opportunity to gain insight into the student perspective as part of this review process. Student input is important for understanding the programs and the learning experience as well as considering the recommendations from the reviewers. While securing student involvement in a program review can be a challenge, programs are encouraged to employ particular strategies (e.g., working with student governments, etc.) that can be effective for increasing participation. The University will learn from this experience to ensure involvement of students in the review process moving forward.

OUTCOME:

The Joint Sub-Committee on Quality Assurance received the Program and Decanal responses to the recommendations and has approved an implementation plan.

A report on the progress of the initiatives undertaken in response to recommendations in general and as specified in the implementation plan will be provided in the Follow-up Report which will be due in June 2026, 18 months after the review of this report by the York University Joint Sub-Committee on Quality Assurance.

The next Cyclical Program Review will begin in the Fall of 2029 with a site visit expected in the Fall of 2030 or Winter of 2031.

PROGRAM DESCRIPTION

The Schulich School of Business offers a large portfolio of degree programs in general business administration at all three degree levels – the BBA, the MBA, offered in Canada and in India, the joint Kellogg/Schulich EMBA, eight master's degrees, eleven stand-alone diplomas, and a PhD program with specializations in seven disciplines.

Within the MBA, subject-matter concentrations offer students the opportunity to earn a graduate diploma during the normal process of fulfilling their MBA requirements. The Joint Executive MBA is offered by Schulich and the Kellogg School at Northwestern University, Evanston, Illinois.

Schulich is predominantly a graduate business school in terms of programs offered, student full-time-equivalent enrolment, and course offerings. Nevertheless, the bachelor degree program is a very important part of the School's mandate, attracting only the most highly qualified students.

The four-year honours BBA has been in existence since 1992. Students may opt to specialize in one or two subject areas, including accounting, operations management, information systems, finance and marketing. A full term of study through an international exchange is also available to students. The International BBA, which had been offered since 2000, is being closed effective 2023, but aspects of international business studies are now offered to BBA students.

The Schulich MBA launched in the late 1960's. Designed to prepare students for careers as general managers in a range of different organizations, the two-year (four-term) MBA program provides students with a knowledge of the business functional areas such as marketing, accounting, and finance, as well as skills, such as critical thinking, complex problem-solving and leadership that are essential to management theory and practice.

Since 2010, Schulich has offered the first year of the MBA program in India. Students complete their second year in Toronto where they are integrated with the general MBA student body to complete their degree.

The Master of Management (MMgt) is a one-year, 3-term program that provides a comprehensive understanding of management knowledge to students with non-business backgrounds. The first cohort began in September 2016. The curriculum is designed to be highly experiential, addressing the skills necessary for success in modern organizations such as communication, problem solving, and working in diverse, team-based environments. Students also develop an understanding of how the major disciplines of management intersect, how to manage the obligation to act in a socially and ethically responsible manner, and apply quantitative and qualitative methods to solve management problems. In the final semester, students have an opportunity to apply these skills to a real organization through their participation in the culminating “Enterprise Consulting Project.”

The joint Kellogg-Schulich Executive MBA Program is an 18-months general management program designed for mid- to senior-level executives of organizations in the private, public, and nonprofit sectors. The program leads to a single MBA degree awarded jointly by the Kellogg School of Management at Northwestern University and the Schulich School of Business at York University. Graduates become part of the alumni networks of both York University and Northwestern University. The first cohort of KS EMBA students entered the program in January 2002.

The Province of Ontario approved the PhD program to commence in 1972. During the time period relevant to this self-study, there were six areas of specialization (Accounting, Finance, Marketing, Operations Management and Information Systems—OMIS, Organizational Studies—ORGS, and Policy and Strategy Management—SGMT). An additional area of concentration in Sustainability was added in 2022, with its first students admitted in Fall 2023. The program is designed to be completed in 5 years or less.

While pursuing a graduate degree, students may opt to complete one of the concurrent graduate diplomas (Type 2): Arts, Media & Entertainment Management, Business and the Environment, Culture, Communication and Leadership in Canadian Business, or Health Industry Management.

Students who already hold an MBA may be admitted to the Post-MBA Diploma in Advanced Management (Type 3). Students select electives strategically, with the goal of either broadening specific knowledge of a specialization, deepening knowledge of a specific area, or developing expertise in a new area.

The reviewers made the recommendations noted below. Both the programs and the Dean provided comments and input on the actions laid out in the Implementation Plan which follows the recommendations.

IMPLEMENTATION PLAN

The chart below lays out the implementation plan approved by the Joint Sub-Committee at its meeting in November 2024.

	Recommendation	Action	Responsible for Follow-up	Timeline
1	That the Schulich School of Business identify a strategic vision to guide the growth in programs.	The School should continue work to finalize the strategic academic mission statement to guide program revision and growth.	Dean Associate Dean Academic Associate Dean Programs Accreditation Team	Implement strategic mission statement by the end of 2024 for three years.
2	That the School use a clear strategic vision to support requests for more staff resources.	The School will continue to judiciously request budget approval to backfill existing staff positions and any new positions required to support program growth.	Executive Officer Hiring Managers People Partner Senior Leadership Team	Ongoing
3	That the School refocus efforts to integrate DEI and experiential aspects into the programs and ensure quantitative and qualitative measurement of students' experiences.	Continue with efforts in both the MBA and BBA to integrate DEI and experiential aspects into the curriculum and into the Program Learning Outcomes.	Program Directors Associate Dean Programs Centre for Career Design All community members	Fall 2024-2025 and ongoing
4	That the School consider strategies for attracting more high-quality domestic applicants to the PhD program.	Continue efforts to recruit domestic students internally and outside of York.	PhD Director and other Program Directors Student Services and International Relations PhD Committee Associate Deans Academic and Programs Dean's Office.	Ongoing
5	That the School consider additional ways to financially support students (particularly PhD	Although aspects of funding are outside of the control of the School, PhD reps and	Senior Leadership Team PhD Program Director and PhD committee	Ongoing monitoring

	students) in terms of funding, housing and cost of living.	dissertation supervisors will work with students to assess need and identify opportunities to help alleviate financial difficulties through teaching opportunities or research.	Student Services and International Relations Advancement	
6	That the School consider ways to bridge silos and increase efficiencies between different units to reduce duplication of offerings and confusion.	The School should work to identify efficiencies across programs, while ensuring accreditation standards for professional programs can be met.	Master's program directors Senior Leadership Team Governance committees	Fall 2024-2025 and ongoing
7	That the School explores ways to differentiate the MBA program.	The School and MBA program should continue to explore opportunities to differentiate the MBA from other like programs as well as the specialized master's programs. Continue exploration of a blended delivery option.	Master's program directors Senior Leadership Team Governance committees.	Ongoing
8	That the School reduce approval times for staff positions and focus on improving retention of staff.	Although much of this is beyond the control of the programs and the School, there should be continued work with relevant areas to ensure approval of new positions in a timely manner.	Senior Leadership team Hiring managers People partner Executive Officer	Ongoing