

**SUBMITTED TO OUCQA FOR INFORMATION – July 14, 2015**

**APPROVED BY TRENT UNIVERSITY'S SENATE COMMITTEE – May 26, 2015**

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**FINAL ASSESSMENT REPORT AND IMPLEMENTATION PLAN**

**PREPARED BY PROGRAM QUALITY ASSURANCE COMMITTEE (PQAC)**

**BUSINESS ADMINISTRATION**

<b>DEGREE PROGRAMS BEING REVIEWED</b>	Bachelor of Business Administration (BBA) Joint Major BA in Business Administration
<b>EXTERNAL REVIEWERS</b>	Dr. Julia Christensen Hughes, University of Guelph Dr. Ron Mulholland, Laurentian University
<b>INTERNAL REPRESENTATIVE</b>	Dr. Saud Choudhry, Trent University
<b>DATE OF REVIEW VISIT</b>	November 18-19, 2014

**SUMMARY**

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*This Final Assessment Report (FAR), in accordance with Trent University's Institutional Quality Assurance Policy (IQAP), provides a synthesis of the cyclical review of the undergraduate degree programs. The report considers four evaluation documents: the Program's Self-Study, the External Reviewers' Report, the Program Response, and the Decanal Response. A summary of the review process is as follows: the academic unit(s) is responsible for completing a self-study which encompasses all degree programs under review. The self-study addresses all components of the evaluation criteria as outlined in Trent's IQAP. Appendices will include the course outlines in each of the degree programs and CVs for full-time faculty members teaching in the degree programs. Qualified external reviewers are invited to conduct a review of the degree programs which involves a review of all relevant documentation (self-study, appendices, IQAP), and participating in a university site visit. During the site visit reviewers meet with the Provost and Vice President Academic, relevant Dean(s), the Chair and or Director of the degree program(s), full- and part-time faculty, support staff and students. Once the external reviewers' report is received both the program and dean provide responses to the report.*

*The Program Quality Assurance Committee (PQAC) reviews and assesses the quality of the degree programs based on the four review documents and reports on significant program strengths, opportunities for improvement and enhancement, and the implementation of recommendations.*

*The Implementation Plan identifies those recommendations selected for implementation, and specifies: proposed follow-up, who is responsible for leading the follow-up, and the timeline for addressing the recommendation.*

During the academic year 2014-2015, the Department of Business Administration completed a review of the BBA, Bachelor of Business Administration, and the Joint Major BA in Business Administration. Two arm's-length external reviewers (Dr. Julia Christensen Hughes, University of Guelph; Dr. Ron Mulholland, Laurentian University) and one internal member (Dr. Saud Choudhry, Economics) were invited to review the self-study documentation and then conducted a site visit to the university on November 18-19, 2014.

## **SIGNIFICANT PROGRAM STRENGTHS**

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- Reviewers commented that both students and professors were enthusiastic about the program. Students 'appreciated the open and supportive environment created.' There is 'an obvious culture of interaction' between students and faculty'.
- Innovative features of the program include the internship program which provided a valued connection to the business community, and the interdisciplinarity of the program with is a noted strong point of the university.

## **OPPORTUNITIES FOR PROGRAM IMPROVEMENT AND ENHANCEMENT**

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- Reviewers note that curriculum focus is on critical management theory. Promotional material should be representative of the program's unique offering which would help grow enrolments and ensure student satisfaction.
- Students outside the program should be encouraged to take business courses. This is a 'relatively untapped opportunity for the university as a whole, in its efforts to grow enrolment.'
- Reviewers commented on the program's need to evolve further on offering of specializations, particularly in the areas of finance and accounting.
- Trent's campus in Durham provides a growth opportunity for the university in terms of enrolments.

## **COMPLETE LIST OF RECOMMENDATIONS**

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### **RECOMMENDATION 1**

That the Durham campus requires a full-time TUFA member to coordinate course offerings, provide academic credibility, ensure quality and alignment with main-campus programs, and to maintain (and potentially grow) enrolments.

### **RECOMMENDATION 2**

That the BBA program has to come to terms with its own identity/brand/reputation and strategic value proposition.

- a. That a faculty hire in finance should be a priority.
- b. That the decision to limit the number of business courses that business students can take (in support of a multi-disciplinary experience) be revisited with some urgency as this may be overly-restrictive for students who want to develop depth in one or more business areas, and that the number of specializations be considered.
- c. That the Joint-major in Business Administration figure prominently in promotional material, both internal and external to the university.

#### RECOMMENDATION 3

That a comprehensive mapping exercise of curriculum be undertaken once the focus of the BBA is established.

#### RECOMMENDATION 4

- That a new structure be provided to allow for more autonomy and financial reward.
- That the Director be given more course release.

#### RECOMMENDATION 5

- That CUPE, LTA, and TA appointments be made in a timelier manner.
- That a culture of community and communication be rekindled.

#### RECOMMENDATION 6

That the department clarify and enhance expectations concerning contact hours, seminar instruction, and grading.

#### RECOMMENDATION 7

That performance feedback take place annually and be used as a tool in determining the equity of faculty workload.

#### RECOMMENDATION 8

That the department develop transparent processes.

#### RECOMMENDATION 9

That access to more meaningful data be made available.

## IMPLEMENTATION PLAN

*\* The applicable Dean, in consultation with the Department Chair shall be responsible for monitoring the Implementation Plan. The Dean shall provide a follow-up Implementation Report in accordance with the date(s) stipulated in the above plan.*

Recommendation	Proposed Follow-Up If no follow-up is recommended please clearly indicate ' <u>No follow up report is required</u> ' and provide rationale.	Responsibility for Leading Follow-Up *	Timeline for Addressing Recommendation
<u>Recommendation 1</u> That the Durham campus requires a full-time TUFA member to coordinate course offerings, provide academic credibility, ensure quality and alignment with main-campus programs, and to maintain (and potentially grow) enrolments.	Provide update.	Chair to report	<u>Reporting Date</u> January 2016
<u>Recommendation 2</u> That the BBA program has to come to terms with its own identity/brand/ reputation and strategic value proposition.  a. That a faculty hire in finance should be a priority.  b. That the decision to limit the number of business courses that business students can take (in support of a multi-disciplinary experience) be revisited with some urgency as this may be overly-restrictive for students who want to develop depth in one or more business areas, and that the number of specializations be considered.  c. That the Joint-major in Business Administration figure prominently in promotional material, both internal and external to the university.	Program response is required on the future direction and planning of the program.  <u>No follow up report is required.</u> A tenure track hire in Finance will occur when budget permits.  Program needs to report on the course limit and its purpose with respect to current trends and student demand. As well the program should comment on resource requirements for current course offerings and viability of specializations.  Program response is requested.	Chair to lead - With consultation from Dean	<u>Implementation Date</u> September 2017  <u>Reporting Date</u> January 2016
<u>Recommendation 3</u> That a comprehensive mapping exercise of curriculum be undertaken once the focus of the BBA is established.	<ul style="list-style-type: none"> <li>See Recommendation 2. Curriculum mapping should occur once the future direction of the Program has been decided.</li> <li>Program should then seek assistance on mapping curriculum and learning outcomes from the Centre for Teaching and Learning.</li> </ul>	Chair - With consultation with Dean	<u>Implementation Date</u> September 2017  <u>Reporting Date</u> January 2016

<u>Recommendation 4</u> <ul style="list-style-type: none"> <li>• That a new structure be provided to allow for more autonomy and financial reward.</li> <li>• That the Director be given more course release.</li> </ul>	Program consider developing proposal for new School of Business and Economics.  <u>No follow up report is required.</u>	Deans with Chairs	<u>Reporting Date</u> January 2016
<u>Recommendation 5</u> <ul style="list-style-type: none"> <li>• That CUPE, LTA, and TA appointments be made in a timelier manner.</li> <li>• That a culture of community and communication be rekindled.</li> </ul>	<u>No follow up is required.</u> Non tenure-stream appointments will be posted and made as early as the budgeting process allows.  <u>No follow up is required.</u> This is not a quality assurance issue.		
<u>Recommendation 6</u> That the department clarify and enhance expectations concerning contact hours, seminar instruction, and grading.	Recommend developing clear governance structure with guidelines and procedures to address equity issues including workload and service.	Chair to lead - With consultation with Dean	<u>Implementation Date</u> September 2017  <u>Reporting Date</u> January 2016
<u>Recommendation 7</u> That performance feedback take place annually and be used as a tool in determining the equity of faculty workload.	<u>No follow up is required.</u> Annual Performance Review is now part of the TUFA Collective Agreement.		
<u>Recommendation 8</u> That the department develop transparent processes.	See Recommendation 6.	Chair to lead - With consultation with Dean	<u>Implementation Date</u> September 2017  <u>Reporting Date</u> January 2016
<u>Recommendation 9</u> That access to more meaningful data be made available.	<u>No follow up is required.</u> The Program should take advantage of the Office of Institutional Planning and Analysis.		