Ryerson University

Graduate Studies

1 YEAR PPR FOLLOW-UP REPORT
and Proposed Ted Rogers MBA Modifications Summary

Last Updated: Mar 30, 2020

Graduate Program:	Master of Business Administration (MBA) Ted Rogers School of Management
Peer Review Team:	Dr. Linda Schweitzer (Carleton University) Dr. Roy Suddaby (University of Victoria) Dr. Cory Searcy (Ryerson University)
Site Visit:	June 20 and June 21, 2016
PRT Report:	July 13, 2016
Program Response:	Sept 27, 2016
YSGS Response:	Oct 27, 2016
PPR Approved by Senate:	March 7, 2017
1 Year Follow Up Report:	Winter, 2018 (postponed due to major curriculum review) Submitted March 18, 2020

The appointment of Dr. Daphne Taras as Dean of the Ted Rogers School of Management (TRSM) inspired the reimagining of the Ted Rogers MBA Global and MBA MTI programs. The challenge put forward by the Dean was to design a model for graduate education in the management discipline that provides students with greater choice, embraces flexible program formats, invests in skill development and nimble in its structure to adapt quickly to the needs of students and employers.

Guided by the mission and vision of Ryerson University and the TRSM Academic Plan, a collaborative effort has been used to propose a revised MBA program. The redesign effort was launched by Dean Taras with the hosting of a two-day MBA retreat in March 2019. The attendees were faculty from all generations, some who teach in the MBA and some who don't, and staff with an interest in change, and current MBA students. The overall purpose of the retreat was to engage stakeholders in the process of curriculum reform through various design thinking and planning activities.

Following the retreat, and motivated by a highly competitive market, the Associate Dean, Graduate Programs, assembled an MBA Transformation Committee with wide membership from academic departments and multiple affected administrative units across the School in the spring of 2019. The MBA Transformation Committee met weekly for six weeks to better understand the voices of the program's constituents and collected substantial data.

The committee's work included a review of the 2016 Periodic Program Review Self-Study, speaking with others who had been involved in the submission of the previous self-study and AACSB Accreditation efforts, as well as, reviewing documents associated with recommendations put forward by the external Peer Review Team assigned to the MBA Global review.

The Peer Review Team provides a lens into the responses of the Ted Rogers MBA to the 2016 Self Study. There was a total of nine recommendations that not only reflects the School's past and current unwavering commitment to the University's mission, but highlights future areas that need more focus and attention for continued growth and development.

The PRT report was reviewed by Dr. Kelly MacKay (Associate Dean, Research and Graduate Programs, TRSM), Dr. Kim Bates (Director, MBA Programs, TRSM), Dr. Chris MacDonald (Interim Director, MBA Programs, TRSM), and Dr. Dale Carl (Director, Graduate Students, TRSM). Each of these academic administrators participated either in the preparation of the Self Study Report (SSR), or the PRT site visit, or both, and has provided input into this PRT Response. The PRT report and this response will be shared with the TRSM Grad Program Council (GPC), which will guide the subsequent development of motions necessary to implement the developmental plan.

As mandated by Ryerson Senate Policy 126: Periodic Program Review of Graduate and Undergraduate Programs[1], within one year of Senate approval of the PPR, a 1 Year Follow-Up

[1] https://www.ryerson.ca/content/dam/senate/policies/pol126.pdf

Report is to be submitted to the Faculty Dean or Dean of Record and the Vice-Provost and Dean, YSGS, on the progress of the implementation plan and any further recommendations.

This follow up report incorporates the Peer Review Team (PRT) recommendations and is part of a larger redesign project that has been developed and approved by the TRSM Graduate Program Council and TRSM Faculty Council.

What follows are the PRT recommendations, the program responses, YSGS responses, and the implementation plan, including the 1-year follow-up status reports by the program.

This report was originally to be submitted in the Winter of 2018, however, at that time a major curriculum revision was being proposed. With the support of YSGS, the MBA Program Director at that time requested an extension for the submission of the 1-year follow-up status report.

In addition to major modifications proposed for the MBA, significant changes in the leadership team within TRSM prompted further delays in the submission of this report. Most pointedly was the resignation of the Dean of TRSM, Dr. Steven Murphy in the Fall of 2018. Following Dr. Murphy's departure, and awaiting the hiring of TRSM's new Dean (Dr. Daphne Taras) in July 2018, planned modifications were suspended until such time that the new Dean could evaluate proposed changes to the program. During this transition in leadership, further changes in personnel were made at the program administration level contributing to further postponement of this report.

Upon receipt of the PRT report in 2016, and approval of the Periodic Program Review by Senate in the winter of 2017, the program's administration began planning for some PRT recommendations, but with major revisions planned for the program, most program responses were addressed in the subsequent MBA Modifications proposal submitted in February of 2020. The table below represents both planning that was underway in 2017 – 2018 and during the planning stages for the revised MBA.

YSGS AND MBA GLOBAL RESPONSES WITH IMPLEMENTATION PLAN

Academic Recommendations

PRT Recommendation	MBA Global Response	MBA Global Implementation Plan and Lead	YSGS Response	Original MBA Program Implementation Plan 2017-2018	Proposed MBA Program Implementation Plan November 13, 2019
Review and renew the curriculum of the MBA Global.	The program will assess the relevance of MBA specializations. Courses that are either never offered or rarely offered will be eliminated or revised.	Graduate Program Director 2016/17 to initiate curriculum review	YSGS supports the recommendation of identifying efficiencies in the set of MBA specializations and course offerings. The elimination or revision of courses will aid the program in maintaining current, sector-relevant offerings.	***Completed:*** The current Ted Rogers MBA specializations and elective offerings have proliferated over many years. Course offerings and specializations were created without much input from TRSM stakeholders and primarily driven by perceived industry trend and faculty interests. The continuation of offering specializations to prospective students, which the program is unable to accommodate, will and has, resulted in dissatisfied students. Several specializations and associated electives have been eliminated. Since the creation of the TRSM GPC, 16 half credit (.5) and 4 full courses have been removed from the calendar because they had not been offered in recent years, or had never been offered. More courses are being considered for removal from the Calendar, by the Curriculum Committee of the TRSM GPC, with proposals developed by the MBA	***Approved by TRSM Faculty Council:*** Through the redesigned core curriculum, students will be immersed in seven courses that will combine critical business skills and knowledge to develop a well-rounded understanding of organizational issues. Following completion of the core, students have the opportunity to customize their MBA degree with elective courses to complete a comprehensive degree with general electives, or to complete a selection of electives within a clustered theme. Building on the foundation and core curriculum, the redesigned program will offer a more compressed set of elective courses combining strengths of TRSM as well as evolving needs of industry. The electives curriculum is ideally where the core skills and methods become focused on specific management issues. Existing and popular electives were considered for redesign and an invitation to TRSM faculty encouraged consideration of

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				Programs Director in consultation with departments within TRSM. We also display to students the planned delivery of courses on the MBA website, and linking to the planned schedule from the student MBA content delivery portal.	redesign and the proposal of new electives. Considering the extensive range of electives offered and proposed, it was not surprising that narrowing down the electives to a more compressed offering was challenging. To assist and inform decision making, an online survey was conducted to evaluate the various electives offered and proposed. A total of 242 respondents including current MBA students, alumni, and TRSM Advisory Council members completed the survey. The survey was developed using the Qualtrics platform and a link to survey was emailed to stakeholders. We also solicited feedback from a Qualitrics panel (268 responses) which was identified as potential target segment for the MBA program. Feedback received from the surveys was used toward on-going improvement in the quality of course design and selection of electives to be offered. A student may elect to broaden their knowledge and skills by taking electives from different functional areas or may elect to concentrate

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					all of his/her electives in a cluster to gain depth in that area. Students will have three credits of electives from a pre-approved list of 28 courses.
Strategically position the MBA Global program.	The program will conduct a market study to clarify the issues surrounding lack of differentiation (external), and then incorporate a revised curriculum to improve differentiation (internal). Based on the above results, the program will consider rebranding MBA "Global".	Graduate Program Director 2016/17 concurrent with curriculum review	YSGS supports the proposed market study. Depending on the results of the study, a change in the name of the program to highlight its global elements might be appropriate.	***Deferred:*** Following a report to the TRSM GPC and this research, we will develop a more detailed plan for adjusting nomenclature and marketing of MBA Global, while retaining a focus on our inclusive, diverse, and urban themes within the TRSM academic plan.	***Approved by TRSM Faculty Council:*** TRSM proposes to eliminate the nomenclature associated with the two existing streams of the Ted Rogers MBA programs (they offer the same degree). The proposed nomenclature is simply, Master of Business Administration. This is consistent with other programs offered under the umbrella of Management education. Given that the revised program is not focused in one specific area of business, the nomenclature related to MBA Global and MBA MTI is no longer reflective of the program's offering. Administratively, we are merging the two programs and the refreshed program will be the Master of Business Administration.

Administrative and Financial Recommendations

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Calibrate the tuition. This may involve considering asking the Ministry to re-evaluate the current level of tuition. Privatising the program would require changes that may not align with the vision of the University and the School. However, the current level of tuition is significantly lower than its proximal, Ontario and Canadian competitors.	We propose to study this issue to seek an increase in international student tuition.	Graduate Program Director 2016/17 to initiate study; Request for tuition increase 2017/18	The Board of Governors, in consultation with the UPO and YSGS, sets tuitions for graduate programs. While the issue of international student tuition is complex, we will lend support for well-researched and substantiated proposals from the program for adjustments to international student tuition.	***Completed:*** On November 15, 2017, Faculty Council approved an increase in tuition for international students to be equal to the revenue generated from domestic tuition and the Weighted Grant Units (WGU).	***Proposed:*** In the fall of 2019, the Associate Dean, Graduate Programs at TRSM undertook a comprehensive comparator review of tuition and ancillary fees across Canada. This review not only compared MBA tuition and ancillary rates but considered all graduate programs at TRSM. The comparator analysis was presented to Deputy Provost and Vice-provost, University Planning Office. A tuition increase has been proposed for international fees related to the MBA.
Embed individual capabilities in the organizational structure (specifically the MRP case coaching). There is a noted reliance on the tacit knowledge and goodwill of some individuals on faculty and staff. While the current approach is effective, we are concerned that this approach is not sustainable and we	We propose changes in the way that MRPs are managed including using the research methods course, MB 8600 to acquaint students with supervisors who are not course instructors. To decrease reliance on the Director of Graduate Students, more case team coaches will be recruited and	Graduate Program Director Winter 2017	YSGS supports the decentralization of the organizational structure of the management of MRPs, to increase flexibility and redundancy. We encourage the broadening of the pool of case team coaches. Further, we request the MBA to consider the relevance of the MRP to their program, and evaluate the possibility of a course-only option.	Originally, it was proposed that the MBA Programs Director, after consultation with MB 8600 instructors, to add an assignment to MB 8600 requiring students to produce a report on the research of a potential supervisor who is not a current course instructor, and who is a member of YSGS, in order to increase knowledge amongst the students, about	***Approved by TRSM Faculty Council:*** The current Major Research Paper (MRP), a is a key differentiator of the program, but such papers are better associated with research based graduate programs as opposed to a professional course based graduate degree valued by working professionals.

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encourage the school to take steps to routinize these capabilities and distribute responsibility for them in broader institutional roles and systems.	mentored by the current Director.			research qualified faculty. The identification of a proposed faculty supervisor would also become part of the final deliverable for the course, which is a research proposal. The proposal was to be presented to the TRSM GPC in Fall 2016. ***Completed:*** On January 18, 2018 the TRSM Graduate Program Council was presented with a motion to modify the existing course description for MB8600 as stated above. Members of the TRSM GPC approved the course modification unanimously. ***Completed:*** A database of faculty supervisors has been accomplished by the creation of a complete set of faculty profiles on the revamped TRSM website, which is searchable, and should assist students in learning about faculty members' research areas of	We have the capabilities to successfully deliver a differentiated Capstone experience. In the redesigned MBA, a Capstone experience will still be a required and credit bearing element of the program, however, the MRP requirement will be replaced with students having options to undertake one of a major consulting project with an industry partner, an entrepreneurial experience or an international or Canadian experience with fieldwork. This capstone experience provides MBA students with experiential learning and integration of knowledge. The rationale is to integrate the learning obtained in core courses in real-world projects and simulations.

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				expertise. ***Completed:*** New deadlines for finding a supervisor has been added to the MRP schedule in each term, and monitored using the D2L MRP portal currently used to track student progress, including confirmation from the supervisor to the MBA Programs Director, who is assisted by a member of staff. This replaced the previous system in which the Director worked with students to arrange meeting with potential supervisors. ***Completed:*** Originally it was proposed that the number of MRPs per supervisor will be limited to 5 students per term, unless there are exceptional circumstances, approved by the Director. On December 11, 2017, a motion was put forward to the TRSM GPC to develop a new MRP format for implementation in Spring/Summer 2018. The MRP has changed in	

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				delivery from the previous individual supervision format. Faculty members are being loaded into sections of 15 students each. No changes to the existing course description were necessary. Students will be working in groups of 1 or 2, during the transition to the new format. Due to timing of changes, some individual supervision is allowed, but on a volunteer basis only. Members of the TRSM GPC approved the new MRP format unanimously.	
Implement incentives designed to nurture the emerging research culture.	This is beyond the scope of the MBA Global program. The information has been provided to the Associate Dean Research; plus, a description of current efforts and a response to the perceptions raised is included in the body of this response report.	Associate Dean Research and Graduate Programs	YSGS supports the program level response.	As stated in our original PRT Response document, this recommendation is beyond the scope of the MBA program.	It is understood that a strong research faculty must be supported by substantial resources in the form of funding, support services and skills development opportunities. We have made significant efforts in this regard since the PRT visit in 2011. Financial support is provided to assist faculty members at various stages of the research process. An annual competition is held for up to 15 Internal Development Grants ($7,000)

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					to launch new projects or lines of research. Research presentations at peer-reviewed conferences are facilitated by the SRC Travel Grant ($2,000), available to faculty members upon application. TRSM also has financial assistance programs for registration costs associated with attending a conference within the Greater Toronto Area ($250), graduate student conference attendance, and journal publication/submission fees to ensure that professors are able to publish their work in the most appropriate publications. Newly hired tenure-track faculty members are provided with a research start-up fund to help launch their careers as scholars. In addition to funding for faculty, investments have been made in three full-time research positions. A Research Support Specialist tracks and monitors scholarly activity and facilitates the implementation of research support programs and

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					services. A Research Accounts Support Officer assists faculty members in managing their research grant budgets, accounts, and expenses. A Research Facilitator provides statistical/econometric consulting and grant application/research paper editing support. Additional support is provided by way of a seminar series hosted by the Associate Dean of Research and Graduate Programs that provides a platform for recipients of TRSM Internal Research Grants to showcase their research to other professors and receive valuable feedback. The seminar series also facilitates research collaboration and dialogue amongst colleagues from different departments.

The following table provides additional program responses to comments shared within the PRT report. The comments expressed by members of the PRT were not recommendations. The program responses stated below are meant to demonstrate the program's ongoing commitment to continuous program and curricular improvements. Additionally, because the following do not represent PRT recommendations, there are no associated YSGS responses.

PRT Comments	**Original MBA Program Response**	**Original MBA Program Implementation Plan 2017-2018**	**Proposed MBA Program Implementation Plan November 13, 2019**
Clarify how the goals and learning objectives, including the Graduate Degree Learning Expectations (GDLEs), align with the Association to Advance Collegiate Schools of Business (AACSB) Learning Goals and Assurances of Learning.	We agree with this assessment, and will strike an ad hoc committee of the TRSM GPC to evaluate and align the GDLEs with the Assurances of Learning (AoLs) in the 2016-2017 academic year, based on the assessments of the AoLs since TRSM received AACSB accreditation.	*Deferred:* To strike an ad hoc committee of the TRSM GPC to evaluate and align the GDLEs with the Assurances of Learning (AoLs) in the 2016-2017 academic year, based on the assessments of the AoLs since TRSM received AACSB accreditation.	*Approved by TRSM Faculty Council:* A major program amendment in the redesigned MBA is related to the revision of graduate learning outcomes. This change, is in part, in response to the Periodic Program Review (PPR) that took place in 2016 and in part, a response to TRSM's ongoing obligation for evolving Assurance of Learning (AoL) practices for AACSB accreditation purposes. TRSM's AoL processes have made significant strides in tracking continuous improvement and the process has in fact generated valuable insight into the existing gaps in student learning and it has stimulated productive conversations on curriculum review and redesign. Revised MBA Learning Outcomes were needed to address AACSB Assurances of Learning and the Ontario Quality Assurance Council Graduate Degree Level Expectations. Learning outcomes may only be linked to program requirements that all MBA student fulfill (e.g., not any elective courses, directed studies, etc. although many electives will contribute to these learning outcomes).
The Program appears to be under-resourced relative to its competitor programs in Southern Ontario.	We propose to study this issue to seek an increase in international student tuition.	*Completed:* On November 15, 2017. Faculty Council approved an increase in tuition for international students to be equal to the revenue generated from domestic tuition and the WGU grant.	*Proposed:* In the fall of 2019, the Associate Dean, Graduate Programs at TRSM undertook a comprehensive comparator review of tuition and ancillary fees across Canada.

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			This review not only compared MBA tuition and ancillary rates but considered all graduate programs at TRSM. The comparator analysis was presented to Deputy Provost and Vice-provost, University Planning Office. A tuition increase has been proposed for international fees related to the MBA.
The support staff is likely over-stretched and relies heavily on the high degree of commitment of its members. For example, the career team seems under resourced in terms of Full Time Employees.	While the program has fewer staff than most MBA programs there has been recent investment in both the MBA Career Centre and MBA Recruiting and Program Staff. There is also a commitment to hire a marketing staff position to focus on recruitment.	*Completed:* The overall staff complement within the graduate program's portfolio has remained relatively unchanged in terms of FTEs, however, a reorganization/allocation of staff resources and primary responsibilities was undertaken in the winter of 2019. In particular, the program has appointed a FTCE staff Director who provides operational program oversight and staff mentorship. In addition, the Graduate Career Co-ordinator role is now a FTCE position. *Completed:* A Manager of Recruitment was hired to promote all graduate programs within TRSM. *Completed:* Within the MScM program, a new Program Assistant has been hired and thus reduces program advising and administrative functions typically managed by MBA administrative staff.	
Both of the current Directors, Professors Kim Bates and Dale Carl, appear to be going well beyond the normal expectations for academic administrators. This is commendable, though it	We have given serious consideration to this point, and those considerations are reflected in this response, as these positions need to be sustainable. We are proposing specific changes	*Completed:* The plan for MRP supervision will place more responsibility for finding a supervisor onto the student, with the Director working to ensure that	*Approved by TRSM Faculty Council:* The current Major Research Paper (MRP), a is a key differentiator of the program, but such papers are better associated with research based

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does raise questions about the sustainability of many of the Program's initiatives when the current Directors step down. This is something for the Program to consider moving forward.	going forward as part of our developmental plan related to the MRP, Assurances of Learning, student advising through Programs of Study, and in attracting more mentors and coaches for case teams.	no one faculty member is overloaded. Assurances of Learning metrics are now being collected as part of the TRSM wide measurement system, and the MBA report is being written by the team responsible for TRSM as a whole. Student advising for program of study plans, which were done individually with each student in the past, will be focused on students whose course of study does not follow a regular plan due to requirements that students take Foundation Term courses. Students will soon be able to complete their own registrations for specific courses (e.g., required courses) that the MBA Program would designate, as part of a YSGS-wide initiative, and this should also lessen the administrative burden upon the Director. Finally, we have begun recruiting more coaches for case teams, with the Director of Graduate students providing mentoring in case study analysis and coaching. Together, we believe these initiatives will result in a more manageable workload for the directors.	graduate programs as opposed to a professional course based graduate degree valued by working professionals. We have the capabilities to successfully deliver a differentiated Capstone experience. In the redesigned MBA, a Capstone experience will still be a required and credit bearing element of the program, however, the MRP requirement will be replaced with students having options to undertake one of a major consulting project with an industry partner, an entrepreneurial experience or an international or Canadian experience with fieldwork. This capstone experience provides MBA students with experiential learning and integration of knowledge. The rationale is to integrate the learning obtained in core courses in real-world projects and simulations.
Finally, it is important to note that some issues were raised regarding the resources provided through the library. In conversations with faculty and the library staff, it was also noted that the library budget has been under growing pressure over the last several years. This has hampered the ability of several faculty members to conduct research. For example, access to databases has become a particular challenge.	Library resources are also an issue that pertains to the University, and where the MBA Global program's concerns are symptomatic of a larger resource issue. The lack of databases is a problem both for faculty research, and for student research in MRPs.		*Proposed:* The Library at Ryerson University has recently received an increase to their acquisitions budget this year. The Chief Librarian has indicated that they are currently in the process of investing and reinvesting in numerous academic resources - especially for TRSM programs.