

Implementation Plan

1. Cover memo

PAC GRAD Year of appraisal 2017

To: Sandra Gabriele, Vice-Provost, Innovation in Teaching and Learning

From: Anne-Marie Croteau, Dean of the John Molson School of Business

Date:

Please find enclosed the finalized Implementation Plan for the **Core Studies PAC** as part of the academic program appraisals process. This Plan was duly discussed with:

The Chair of the PAC or the unit(s) under appraisal

The Dean of Graduate Studies (if applicable)

As mentioned in the Concordia University Academic Program Appraisals Manual, 5th edition revised November 2015, the John Molson School of Business will follow-up on this Plan in two years, when prompted by your office.

Sincerely,

Dean's name Anne-Marie Croteau

Dean's signature 

Date Nov. 4-2021

Implementation Plan

2. Summary

John Molson School of Business (JMSB) currently offers a PhD in Business Administration, 4 master-level research programs (MSc Finance, MSc Management, MSc Marketing, Master in Supply Chain Management) and will offer an MSc in Business Analytics and Technology Management as of fall 2023.

The PhD has been offered at Concordia University since 1976 as part of a joint program with Montreal's three other universities providing business programs (McGill University, HEC Montréal, and Université du Québec à Montréal—UQAM). The primary objective of the PhD in Business Administration is to educate competent researchers and to stimulate research on current management issues. PhD in Business Administration graduates typically aim to pursue academic careers, but some also pursue careers where their highly specialized skills are needed (such as applied research centers, consulting). More than 140 students have graduated from Concordia University's PhD in Business Administration Program since 1976.

The master-level programs are designed to train specialists to perform high-level analytical thinking and data-based decision-making, and develop rigorous research skills that can be applied to solve a variety of business problems. The programs also serve as a conduit to PhD Programs at John Molson School of Business and elsewhere. The PhD and all master programs are accredited by the AACSB (Association to Advance Collegiate Schools of Business) - the premier accrediting agency for degree programs in business administration and accounting.

The MSc and PhD programs are an integral part of JMSB's strategy--strong research-based graduate programs contribute to creating a healthy research culture. These programs support faculty members' research by providing access to graduate students, getting involved in graduate supervision, graduate teaching, and access to competent research assistants.

As of 2019, significant changes to the administrative structure of the JMSB Office of Research and Research Programs have been put into place (e.g. creation of the PhD Director position, and of master-level directors for each program, hiring of a Manager of Research & Faculty Development, and a Research Coordinator) to improve the delivery of services to both students and faculty members and to provide better academic directions to programs as well as closer monitoring of graduate student progress. The research subunit (formed by the Manager and the Research Coordinator) also provides support to the research programs by coordinating internal award allocation and supporting students' application to external scholarship competitions. A major revision of all master-level and PhD curricula has also been undertaken between 2019-2021. Although many changes have already taken place, JMSB looks forward to managing the continued improvement of its curriculum.

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3. Recommendations

Recommendations	Prioritized timeline for completion	Responsibility	Dean's comments and resource implications
<p>1. Continued curricular revision in MSc and PhD programs (EE-14) with a focus on incorporating industry research skills (EE-13), reducing MSc required courses, and validating the effectiveness of PhD comprehensive exams (PhD PAC-2).</p> <p>Rationale: The number of required courses for the MSc. were not reduced but remain within the standard range of other Business MSc programs.</p>	<p>Completed for MSc. PhD revisions will be completed in fall 2021.</p>	<p>Associate Dean, Research Programs & GPDS</p>	<p>Done with the support of the Manager, Programs, Internationalization and Sustainability + Head Educational Technologist</p>
<p>2. Increase the participation of both junior and senior FT faculty members in MSc and PhD thesis supervision (EE-1).</p> <p>Rationale: This was never an issue for the MSc programs. A cap has been set, limiting the number of students each professor may supervise at the PhD level.</p>	<p>Completed for the PhD.</p>	<p>Associate Dean, Research Programs & PhD Program</p>	
<p>3. Create sustainable mechanisms to ensure early and ongoing contact between faculty and students in research programs (EE-</p>	<p>Completed within certain departments, and ongoing in others.</p>	<p>Associate Dean, Research Programs & MSc GPD group & PhD Committee</p>	<p>Structural changes have been made to the curriculum that will allow early contact with a variety of professors. Other mechanisms have also been put into place (orientation, etc) and</p>

				continue to be introduced and improved.
Rationale: Students need greater exposure to available supervisors and research programs.		Completed	Associate Research Programs & PhD Committee & Manager, Programs, Internationalization and Sustainability Dean and Research Programs & PhD Committee	Course sequencing/availability, and milestones have been addressed during the curriculum revision, a 5-year guaranteed funding package is being offered to PhD students, and milestones and expectations are addressed in new student and supervisor handbooks. The guaranteed funding package is contingent upon meeting the milestones requirements. Very close monitoring is done through Stata, programmed by the current GPD. Support from SGS is required to give the School sustainable access to data that is already in SIS.
4. Continued efforts to analyze and reduce the time to completion in the PhD program.				
Rationale: Issues with course availability/sequencing, insufficient funding, and unclear program expectations/milestones.		This was formalized to a large extent through the curriculum revision at the MSc level. To be completed in academic year 2021-2022 for the PhD.	Associate Research Programs & PhD Committee & GPD group Dean and Research Programs & PhD Committee	The GPD group and PhD committee will work on the creation of handbooks to clarify expectations, roles and responsibilities for students, supervisors, and new faculty members.
5. Clarify and better communicate the learning outcomes for a well written thesis, effective supervision, and appropriate workload to both students and faculty.				
Rationale: Detailed expectations of the work required of the student and expectations for responding to and assessing the student's research and dissertation work for the supervisor are needed.				

<p>6. Continued work with graduate recruitment to understand the reasons for the relatively low capture rates and explore potential solutions to this issue (PhD PAC-7).</p>	<p>Ongoing monitoring</p>	<p>Associate Dean, Research Programs & PhD program director & Manager of Marketing and Recruitment</p>	<p>Changes to funding packages and recruitment strategy have been made however other solutions are being explored.</p>
<p>Rationale: The issue is currently one of the quality and limited pool of applicants</p>			
<p>7. Engage and track alumni using social/professional media to collect data pertaining to their employment and progress in the profession (EE-16).</p>	<p>Completed at the PhD level. Will be done in 2022-2023 for the MSc programs.</p>	<p>Associate Dean, Research Programs & GPD group</p>	<p>It has been confirmed that the great majority of JMSB's PhD students continue to be employed in academic settings as assistant professors. The tracking of MSc level graduates will require assistance from SGS and a budget for a TA/RA. This work is also part of the School's plan to continuously improve its curriculum.</p>
<p>Rationale: Better alumni tracking would help identify career trajectories while allowing the program to strategically revise its curriculum, document student successes, and build its reputation capital.</p>			
<p>8. Investigate ways to foster community among graduate students, possibly via a technology and space audit consulting both faculty and students involved in the program (EE-10).</p>	<p>Ongoing</p>	<p>Dean & Associate Dean, Research and Research Programs</p>	<p>Need to re-imagine a collaborative space (for research and students). Would require reflection & resources to be identified.</p>
<p>Rationale : The physical needs of students have changed since COVID and are presently sufficient.</p>			
<p>9 Ensure that academic advisors from each department, each year, receive the information necessary for them to provide effective academic counseling. (PhD PAC-8).</p>	<p>Academic year 2022-2023</p>	<p>Associate Dean and Research Programs + PhD Director + GPAs</p>	<p>Work on updating handbooks, and clarifying role and expectations of department representatives (who are the advisors for PhD students and members of the PhD Committee) will be undertaken.</p>

Rationale : Unclear as to whether staff person or supervisors act as advisors.