

Implementation Report for the 2020-2021 Cyclical Review of the Undergraduate and Graduate Business Programs

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INTRODUCTION

This is the first implementation report for the cyclical review of the Business programs within the Lazaridis School of Business and Economics (Lazaridis School) programs that took place in 2020-2021. The full language for each recommendation from the External Reviewers' Report has been included, along with the corresponding information about implementation from the Final Assessment Report. For each recommendation, the unit has provided an update on the progress or action made toward the implementation of that recommendation, followed by comments from the relevant dean(s) and the Program Review Sub-Committee. Taking into account the updates provided by the unit and the comments from the dean(s), the Program Review Sub-Committee will review the report and determine if all recommendations have been implemented satisfactorily or if a subsequent report will be required.

RECOMMENDATIONS PRIORITIZED FOR IMPLEMENTATION IN FINAL ASSESSMENT REPORT

Recommendation to be Implemented (from Final Assessment Report)	Responsibility for Implementation	Responsibility for Resourcing (if applicable)	Anticipated Completion Date
<p>Recommendation #1: To more fully align with the University's strategy plan *and* respond to critical needs of Canadian society, it is recommended that the School engage in a review of its programs, program learning outcomes, student recruitment and admissions practices, and faculty and staff recruitment with an EDII lens. Specifically, it is recommended it introduce learning outcomes, programming, practices and activities to account for and embed Equity, Diversity, Inclusion and Indigenization in its</p>	<p>Dean's office; Business department administrators; faculty at large</p>	<p>Dean</p>	<p>Plan should be developed by Fall 2022</p>

<p>culture.</p> <p>This commitment needs to be espoused and enacted by the Dean and Vice Dean as a means to empower and enable the staff and faculty leadership (e.g., Associate Deans, Program Directors, Senior Administrative Officer, Managers), and in turn faculty and staff, to advance this as a priority.</p>			
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Unit Update: We continually engage in a review of our programs with a view to ensuring that principles of EDII are included in our courses/program where relevant. For instance, in both the undergraduate and graduate programs, we have courses that address EDII topics. In BU354 Human Resource Management, one lecture focuses on the topic of EDI and in BU288 Organizational Behaviour I, the lecture on Perceptions now involves topics related to stereotypes, perceptual biases, and workplace diversity while the lecture on Teamwork now involves some discussion about the benefits and risks of diversity. In BU432 Consumer Behaviour, EDII is discussed as an example of how cultural factors or social trends can impact consumer behaviour, particularly how workplace policies can affect consumer values that can then impact their decision-making (e.g., supporting brands/companies that advocate for diversity/inclusion). In the graduate program, the course BU602 Marketing, discusses EDII in the context of differences between what consumers say and what consumers do or what actually drives behavior. In BU527, CPA Canada’s guidance on how diversity impacts corporate governance is reviewed. In addition, one of the cases in this course address issues relating to indigeneity. Lastly, during our experiential activities, there is the intentional effort to ensure that a land acknowledgement is mentioned. EDII also plays a major role in our hiring practices. Each area’s hiring committee includes an equity representative who reports to the Dean on how EDI principles have been addressed in the hiring process.

Lazaridis Decanal Comments: The Department of Business has worked to review its curriculum to include more EDII topics. One area of further improvement is Indigenization and determining how the Business programs can address the Truth and Reconciliation Commission Calls to Action, specifically #92. The Department may want to consider an Indigenous Liaison service position similar to the role in the Department of Economics as a first step. EDII professional development was provided to all Lazaridis School staff. The staff completed the 4 Seasons of Reconciliation and Intercultural Certificate.

FGPS Decanal Comments: The Unit, and the Lazaridis Dean, have described efforts to include principles in EDII in undergraduate and graduate courses, staff training and hiring practices in response to the recommendation.

Program Review Sub-Committee Comments: The initiatives described by the Department all speak to the intent of this recommendation to integrate EDII into the Department’s operations and curriculum in a structural way. The Department is encouraged to continue this work. No further reporting is required.

Recommendation to be Implemented (from Final	Responsibility for	Responsibility for Resourcing	Anticipated Completion	Additional Notes
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Assessment Report)	Implementation	(if applicable)	Date	
Recommendation #2: To ensure the School is prepared to adapt to institutional and student expectations of increased flexibility (e.g., delivery modes), it is recommended that the School identify and invest now in activities, courses, etc. where synchronous and asynchronous remote delivery and hybrid delivery would be appropriate post-COVID.				This recommendation cannot be implemented until faculty collective agreements change.

Unit Update: These conversations are on-going at the University and also in the department. At the undergraduate level, the BBA and BTM programs are primarily in-person programs and as a result, we are not considering changing the modes of delivery at the moment. We have online courses that are delivered asynchronously but majority of our courses are in person. At the graduate level, particularly in the MBA part-time format, we are planning to pilot a small number of hybrid, hyflex course delivery modalities during the 2024/2025 academic year subject to the availability of resources. The recently approved course and program level modes of delivery definitions will offer the Business programs a wide range of delivery options to choose from in the future.

Lazaridis Decanal Comments: The Department of Business is taking a prudent approach to learning modalities by piloting various modalities in a small number of courses to assess the relationship between student success and learning modalities. As this data is analyzed, the Department will take the appropriate next steps.

FGPS Decanal Comments: Laurier remains a predominantly in-person institution, but there is recognition that alternate modes of delivery are appropriate to consider and apply in some situations, as Lazaridis has with respect to its MBA program. I encourage the Unit to refer to Laurier’s Mode of Delivery webpage: <https://lauriercloud.sharepoint.com/sites/quality-assurance-office/curriculum-changes/Pages/modes-of-delivery.aspx> where guiding principles, curriculum change processes and helpful suggestions are provided.

Program Review Sub-Committee Comments: Much work has been done at the institutional level related to modes of delivery since this cyclical program review took place. The university now has a set of definitions and considerations for academic units (link provided above by the Dean of FGPS) to reflect upon when proposing changes to course and/or program modes of delivery. The Department of Business has already engaged in this reflection through the recent restructuring of its MBA program, and the committee is confident that future modes of delivery considerations will be made prudently and with the student experience in mind. No further reporting is required.

Recommendation to be Implemented (from Final Assessment Report)	Responsibility for Implementation	Responsibility for Resourcing (if applicable)	Anticipated Completion Date	Additional Notes
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<p>Recommendation #3: That the School re-evaluate its current list of program learning outcomes (and micro learning outcomes) to identify a more streamlined set which will continue to reflect the main desired learning outcomes while serving as a more manageable list to measure, document and report upon.</p>	<p><i>This recommendation has already been met.</i></p>
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<p>Recommendation to be Implemented (from Final Assessment Report)</p>	<p>Responsibility for Implementation</p>	<p>Responsibility for Resourcing (if applicable)</p>	<p>Anticipated Completion Date</p>	<p>Additional Notes</p>
<p>Recommendation #4: To better enable program management, the School should be more directly involved in the setting of admission targets with centralized Admissions.</p>	<p><i>This recommendation is not applicable as it is already our practice.</i></p>			

<p>Recommendation to be Implemented (from Final Assessment Report)</p>	<p>Responsibility for Implementation</p>	<p>Responsibility for Resourcing (if applicable)</p>	<p>Anticipated Completion Date</p>	<p>Additional Notes</p>
<p>Recommendation #5: It is recommended that the School develop a policy on class sizes which takes into account differences in pedagogical approaches across subject areas, thoughtful deliberation on trade-offs regarding year of study (e.g., smaller classes at 3rd and 4th year *or* 1st and 2nd), the positioning of the program, average class sizes of AACSB accredited schools, and its need to meet AACSB accreditation requirements (e.g., participating and supporting faculty).</p>	<p><i>This recommendation has not been prioritized.</i></p>			

Recommendation to be Implemented (from Final Assessment Report)	Responsibility for Implementation	Responsibility for Resourcing (if applicable)	Anticipated Completion Date	Additional Notes
Recommendation #6: To provide an opportunity for students to be better prepared for the ICE initiative, move BU 481 to the third year of study and review BU 491 to ensure it offers another integrative experience to students in their fourth year of study.	Associate Dean of Business; Undergraduate Programs, BBA Director, faculty at large	n/a	Review completed by Fall 2022	Recommendation for consideration only at this time as part of larger program review.

Unit Update: This recommendation has been completed. BU481 has now been moved to BU381 effective the 2023/2024 academic year. The first group of students will be taking this course in the 2025/2026 academic year.

Lazaridis Decanal Comments: This objective was achieved.

Program Review Sub-Committee Comments: This recommendation has been completed and no further reporting is required.

Recommendation to be Implemented (from Final Assessment Report)	Responsibility for Implementation	Responsibility for Resourcing (if applicable)	Anticipated Completion Date	Additional Notes
Recommendation #7a: In an effort to increase student and unit flexibility, and incorporate more contemporary content of strategic importance, it is recommended that one to four of the existing specified required core courses in the BBA be removed.	<i>This recommendation has not been prioritized.</i>			

Recommendation to be Implemented (from Final Assessment Report)	Responsibility for Implementation	Responsibility for Resourcing (if applicable)	Anticipated Completion Date	Additional Notes
Recommendation #7b: In an	Associate Deans	Dean	Program review	Recommendation

<p>effort to enhance the alignment of the BBA curriculum to the changing needs and expectations of industry and broader society, it is recommended that the BBA more explicitly include specified core curriculum or co-curriculum content in the areas of Business Analytics, Diversity, and Indigenization.</p>	<p>of Business, BBA Director, faculty at large</p>		<p>completed by Fall 2022. EDII initiatives by Spring 2023</p>	<p>for consideration as part of larger program review but also specific consideration will be given to diversity and Indigenization as part of other initiatives.</p>
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Unit Update: We have included business analytics in our courses for instance in BU486 and BU415. EDII is applied in our hiring practice and where applicable, we introduce these principles in our courses. For instance, in BU354 Human Resource Management, one lecture focuses on the topic of EDII and in BU288 Organizational Behaviour I, the lecture on Perceptions now involves topics related to stereotypes, perceptual biases, and workplace diversity. In BU432 Consumer Behaviour, EDII is discussed as an example of how cultural factors or social trends can impact consumer behaviour. In the graduate program, BU602 Marketing, discusses EDII in the context of differences between what consumers say and what consumers do or what actually drives behavior. In BU527, CPA Canada’s guidance on how diversity impacts corporate governance is reviewed and also reviews issues relating to indigeneity.

Lazaridis Decanal Comments: The Department of Business continues to demonstrate its commitment to EDII. Business has an important role to play in Truth and Reconciliation (please refer to my comments about Indigenization on page 2).

Program Review Sub-Committee Comments: Similar to Recommendation #1, the Department has outlined actions that it has taken in support of this recommendation, and is encouraged to continue this work. No further reporting is required.

<p>Recommendation to be Implemented (from Final Assessment Report)</p>	<p>Responsibility for Implementation</p>	<p>Responsibility for Resourcing (if applicable)</p>	<p>Anticipated Completion Date</p>	<p>Additional Notes</p>
<p>Recommendation #8: In an effort to enhance student accessibility and flexibility and reduce student stress, it is recommended that the requirement to complete all first attempts of required courses in-person be reviewed and revised (to a smaller list of courses or hybrid delivery options), and an investment made to develop BU111 or BU121, and a number of other courses (possibly electives)</p>	<p><i>This recommendation has not been prioritized.</i></p>			

into online options (or synchronous remote options) for BBA students post-COVID.	
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Recommendation to be Implemented (from Final Assessment Report)	Responsibility for Implementation	Responsibility for Resourcing (if applicable)	Anticipated Completion Date
Recommendation #9. In order to better align with student interests and more effectively manage scheduling of courses / teaching resources, it is recommended that the following concentrations be reviewed, and possibly phased out or replaced with micro-credentials: Insurance & Risk Management; Entrepreneurship; Brand / Marketing Communication; Business & Sustainability; Human Resources; Supply Chain Management; and International Business.	Associate Deans of Business, BBA Director, MBA Director, Area Coordinators	n/a	Spring 2023

Unit Update: Given budget constraints, we have not initiated any new micro-credentials. Some of these concentrations still attract a few students albeit a small number of students. When budget realities change, then we can devote some resources to the development and marketing of these micro-credentials should there prove to be a market for them.

Lazaridis Decanal Comments: The Department of Business has taken a fiscally prudent approach to this recommendation since the creation of micro-credentials will require additional financial resources. Furthermore, micro-credentials tend to attract more community members who wish to skill up compared to students who want to specialize. We will continue to explore opportunities to expand in this space going forward.

Program Review Sub-Committee Comments: The approach taken to this recommendation seems appropriate in the current budgetary climate, and is supported by the Dean. No further reporting is required.

Recommendation to be Implemented (from Final Assessment Report)	Responsibility for Implementation	Responsibility for Resourcing (if applicable)	Anticipated Completion Date	Additional Notes
Recommendation #10. It is recommended that the School consider phasing out the on-site	<i>Recommendation refers to MBA/CPA program, which is already being phased out. As such, this recommendation has already been completed.</i>			

<p>Toronto Graduate Diploma in Accounting program and possibly introduce a synchronous remote delivery option for students based in Toronto to join the Waterloo delivery of the program.</p>	
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Recommendation to be Implemented (from Final Assessment Report)	Responsibility for Implementation	Responsibility for Resourcing (if applicable)	Anticipated Completion Date	Additional Notes
<p>Recommendation #11: In an effort to focus attention on ensuring a healthy enrolment funnel for fewer graduate programs overall and increase the likelihood of the long-term sustainability of at least one MBA program, it is recommended that the School engage in a rationalization of its MBA programs. This could include reducing the number of ‘fields of study’, the number of courses and or sections of courses, and possibly the number of programs (e.g., phase out the Toronto MBA programs; phase out the Waterloo day-time program and combine the evening and day-time cohorts; identify opportunities for hybrid delivery whereby Toronto students might join Waterloo cohorts).</p>	<p>MBA Director, Associate Dean: Graduate Business Programs</p>	<p>n/a</p>	<p>Spring 2023</p>	<p>Recommended that we examine the possibility of decreasing fields within the MBA but not the programs themselves.</p>

Unit Update: This recommendation has been completed. At the graduate level, MBA program structure, course requirements, and concentrations have been revised and will be implemented as of Fall 2024. The revisions include 1. changes to overall program requirements (number of required courses and number of electives); 2. changes to admission requirements; 3. deletion of the existing MBA fields; 4. addition of new concentrations; and 5. addition of a new mode of delivery.

These revisions reflect input from a 2022 survey of 510 potential MBA applicants and an MBA Redesign Committee with members from each area group in the Business Department. Further, there were multiple

consultations with area coordinators and academic program directors. In addition, Lazaridis alumni, current MBA learners, and industry leaders were consulted throughout the redesign process.

We expect these revisions to meet the needs of young adults seeking to efficiently develop the vocational competencies needed to secure, or advance in, a management role in a 12-month full-time MBA (accelerated with the learner taking 5 courses per semester) to a 16-month full-time MBA (with the learner taking about 4 courses per semester). Also, young adults seeking work experience will be able to complete the full-time MBA, with an additional one placement of a 4- or 8-month co-op option, within a 16- to 20-month period.

Lazaridis Decanal Comments: The Department of Business conducted an extensive review of the MBA program to consider market conditions and student success. The first cohort of the revised program will enter the program in Fall 2024. The next steps call for the creation of a stackable graduate diplomas program which should be implemented in Fall 2025. We are actively considering the potential to re-enter the Toronto market.

FGPS Decanal Comments: I concur with the Lazaridis Dean. I commend the Unit for undertaking such an extensive consultative review to inform modifications of the MBA program that passed through university governance during the 2023-2024 academic year. The changes are anticipated to draw increased interest from both domestic and international prospects. Indeed, for Fall 2024, registrations are up for both domestic and international students compared to Fall 2023 so there are positive early indicators. At the time of this writing, a draft proposal brief has been prepared describing the creation of six Type 3 Graduate Diplomas that are aimed at capitalizing on underserved markets interested in shorter-term credentials.

Program Review Sub-Committee Comments: The research and work that the MBA program did to inform its recently approved curriculum changes is impressive, and very much aligned with the intent of this recommendation. The committee wishes the program good luck as it rolls out its revised program curriculum. No further reporting is required.

Recommendation to be Implemented (from Final Assessment Report)	Responsibility for Implementation	Responsibility for Resourcing (if applicable)	Anticipated Completion Date	Additional Notes
<p>Recommendation #12: It is recommended that the School engage in a cost benefit analysis of the MFin Toronto program to determine if the program should be phased out or provide a remote delivery option to students to join the Waterloo program, rather than on-site delivery from Toronto.</p>	<p>Dean, Vice Dean, Associate Dean: Graduate Business Programs</p>	<p>Dean</p>	<p>Fall 2022</p>	<p>Feasibility and remote delivery are separate issues. The remote recommendation will have to wait for collective agreements to change.</p>

Unit Update: As of Fall 2024, all Toronto programs have been phased out, so the intent of this recommendation has been satisfied.

Lazaridis Decanal Comments: Cancelling a program is always a difficult decision to make. I greatly appreciate the Department’s willingness to make this fiscally prudent decision and for successfully graduating the final students.

FGPS Decanal Comments: Agree with the Lazaridis Dean. Appreciate that the Unit was able to come to this decision in response to the recommendation.

Program Review Sub-Committee Comments: This recommendation has been completed, and no further reporting is required.

Recommendation to be Implemented (from Final Assessment Report)	Responsibility for Implementation	Responsibility for Resourcing (if applicable)	Anticipated Completion Date	Additional Notes
<p>Recommendation #13a: To enhance the student shared learning experience and reduce the excessive faculty resources required to deliver the program and fields of study, it is recommended that the MSc Management programs be revised to contain a larger common core of courses (e.g., four).</p>	<p><i>This recommendation has not been prioritized.</i></p>			

Recommendation to be Implemented (from Final Assessment Report)	Responsibility for Implementation	Responsibility for Resourcing (if applicable)	Anticipated Completion Date	Additional Notes
<p>Recommendation #13b: To enhance the student shared learning experience and reduce the excessive faculty resources required to deliver the program and fields of study, it is recommended that the PhD program be revised to contain a larger common core of courses (e.g., four to six) and substantially reduce the overall number of specialized required courses.</p>	<p><i>This recommendation has not been prioritized.</i></p>			

Recommendation to be Implemented (from Final Assessment Report)	Responsibility for Implementation	Responsibility for Resourcing (if applicable)	Anticipated Completion Date	Additional Notes
Recommendation #13c: To reduce placing PhD students in an unnecessary vulnerable situation, it is recommended that comprehensive exams occur before the end of year three for all programs.	<i>This recommendation is not applicable as it is already our practice.</i>			

Recommendation to be Implemented (from Final Assessment Report)	Responsibility for Implementation	Responsibility for Resourcing (if applicable)	Anticipated Completion Date
Recommendation #14: To ensure students are exposed to and learn from diverse and mixed groups within courses, across courses and across programs, instructors should implement an EDII lens to ensure group diversity.	Dean's office; Business department administrators; faculty at large	Dean	Plan should be developed by Fall 2022

Unit Update: EDII principles have been incorporated into our hiring in the department. As part of the hiring process, each area has to ensure that EDII is front and centre in the hiring process to ensure that bias is reduced. Also, many areas in the department have a very diverse pool of instructors. Students are not allowed to self-select into sections and we randomly assign students to sections in order to ensure that the groups/sections are mixed, to ensure diversity.

Lazaridis Decanal Comments: The Department of Business has implemented processes that encourage students to interact with diverse instructors and peers. Individual course instructors have also developed processes to handle intercultural group conflict when it arises.

FGPS Decanal Comments: The Unit describes an approach that is being used to implement an EDII lens to ensure group diversity in courses. See also collective responses to Recommendation #1.

Program Review Sub-Committee Comments: The actions described by the Department to ensure student diversity in groupwork satisfy the intent of this recommendation. No further reporting is required.

Recommendation to be Implemented (from Final Assessment Report)	Responsibility for Implementation	Responsibility for Resourcing (if applicable)	Anticipated Completion Date	Additional Notes
Recommendation #16: In order	<i>This purview of this recommendation rests outside of the Lazaridis School.</i>			

<p>to allow for better planning, <i>felt</i> control, and a stronger sense of ‘we are in this together’, it is recommended that the institution engage in a more transparent and consultative approach on budgeting and costing with the School.</p>	
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Recommendation to be Implemented (from Final Assessment Report)	Responsibility for Implementation	Responsibility for Resourcing (if applicable)	Anticipated Completion Date	Additional Notes
<p>Recommendation #17a: To better utilize the existing staff complement it is recommended that the School undertake a review of pedagogical functions that may have migrated from faculty to staff or are sub-optimally located with staff areas.</p>	<p><i>This recommendation is not applicable as it is based on a misunderstanding.</i></p>			

Recommendation to be Implemented (from Final Assessment Report)	Responsibility for Implementation	Responsibility for Resourcing (if applicable)	Anticipated Completion Date	Additional Notes
<p>Recommendation #17b: To better utilize the existing staff complement it is recommended that the School undertake a review of support functions currently being performed by faculty that are either displacing teaching and research or for which faculty are being otherwise compensated but may be better suited to staff.</p>	<p><i>This recommendation has already been met.</i></p>			

Recommendation to be Implemented (from Final Assessment Report)	Responsibility for Implementation	Responsibility for Resourcing (if applicable)	Anticipated Completion Date	Additional Notes
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<p>Recommendation #17c: To increase coordination and alignment across professional and research programs, it is recommended that the current program director structure be changed (e.g., one program director for research programs, and one or two for professional programs).</p>	<p>Associate Deans of Business</p>	<p>n/a</p>	<p>Spring 2024</p>	<p>The specific recommendation to change the structure is not prioritized, only the consideration of possible structural changes.</p>
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Unit Update: This recommendation has been considered, but no change has been made to the structure of the program administration. Each program has an academic program director, for both research and professional programs, supported by the Business Graduate Programs Office. This current administrative structure has been working well for the Business programs.

Lazaridis Decanal Comments: The Department of Business at Laurier is divided into seven functional areas of Business, each with an Area Coordinator. Some academic programs cross all each area of business (e.g., BBA, MBA), while other programs are unique to a specific area of business (e.g., BTM, MFin, G.Dip Accounting). This unique structure best lends itself to dedicated academic program directors.

FGPS Decanal Comments: I defer to the Unit and Lazaridis Dean to determine the most functional and appropriate administrative structure for its graduate programs.

Program Review Sub-Committee Comments: All the comments provided on this recommendation suggest that the current administrative structure within the Lazaridis School is functioning effectively. No further reporting is required.

<p>Recommendation to be Implemented (from Final Assessment Report)</p>	<p>Responsibility for Implementation</p>	<p>Responsibility for Resourcing (if applicable)</p>	<p>Anticipated Completion Date</p>
<p>Recommendation #18: To better allocate resources between graduate, undergraduate and external facing staff, and facilitate a greater understanding of the support that administrative staff can and do provide, it is recommended that the School document and communicate (possibly through an internal portal) a summary of functions (and associated contact details) completed by various staffing positions and areas to both staff and faculty on a regular basis (e.g., who</p>	<p>Associate Deans of Business; Senior Administrator Officer</p>	<p>Senior Administrator Officer</p>	<p>Fall 2022</p>

to contact for X, Y, Z).			
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Unit Update: The intent of this recommendation has been satisfied. Both the undergraduate and the graduate programs office have developed policies and procedures which are communicated to faculty, staff and students on who to contact for various issues, including external facing teams. We are considering an internal portal with key resources and information for faculty and areas, also including course coordination aspects and responsibilities.

Lazaridis Decanal Comments: A summary of all functional administrative units has been published on Laurier’s internal website for faculty and staff.

Program Review Sub-Committee Comments: The comments provided by the Department and the Dean indicate that sufficient action has been taken in response to this recommendation. No further reporting is required.

Recommendation to be Implemented (from Final Assessment Report)	Responsibility for Implementation	Responsibility for Resourcing (if applicable)	Anticipated Completion Date
Recommendation #19: To enhance cooperation between the graduate and undergraduate it is recommended that the School encourage movement between faculty teaching in various programs and encourage newer tenure track faculty to teach in the undergraduate. In particular, until faculty preferences and strengths are fully identified or developed it is recommended that the School establish a requirement for all faculty to have some teaching responsibilities in the undergraduate program.	<i>This recommendation has not been prioritized.</i>		

Recommendation to be Implemented (from Final Assessment Report)	Responsibility for Implementation	Responsibility for Resourcing (if applicable)	Anticipated Completion Date

<p>Recommendation #20: In order to direct resources and attention to ensure the continued development of the School's research culture, it is recommended that a School level research strategy be developed.</p>	<p>Dean's office; Business department administrators; faculty at large</p>	<p>Dean</p>	<p>Plan will be developed by Winter 2023</p>
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Unit Update: The intent of this recommendation has been completed. Following the Lazaridis School strategic plan adoption, a Director of Strategic Research Initiatives was appointed to among other duties, develop an operational plan for the strategic research initiatives in the Lazaridis School strategic plan 2022-2025. This role was required to developing activities that would support scholarly research and knowledge mobilization. A director was appointed to further these objectives.

Lazaridis Decanal Comments: The Lazaridis School supports its researchers and continues to find creative ways to encourage, support, and communicate research using its strategic plan as a framework. This has included providing funds for additional internal and external research seminars and creating the Lazaridis Chair in International Entrepreneurship & Innovation. Going forward, it is a priority for the School to develop and support additional Research Chairs at the School.

FGPS Decanal Comments: The Unit and the Lazaridis Dean describe initiatives to enhance the research profile of the Lazaridis School. I note that in the advanced draft of the new Strategic Research Plan for Laurier (2025-2029), one of the six Research Themes is 'Business, Innovation, Mathematics and Technology'. I suspect that faculty of Lazaridis are major contributors to this recognized Research Theme and its 12 listed Research Strengths.

Program Review Sub-Committee Comments: The appointment of a Director of Strategic Research Initiatives within the Lazaridis School, and the development of an operational plan for research, both align with the intent of this recommendation. No further updates are required.

<p>Recommendation to be Implemented (from Final Assessment Report)</p>	<p>Responsibility for Implementation</p>	<p>Responsibility for Resourcing (if applicable)</p>	<p>Anticipated Completion Date</p>
<p>Recommendation #21: To maintain faculty morale, it is recommended that the School leadership team identify and implement a set of practices which recognize, reinforce and celebrate the importance of teaching excellence and innovation, commitment to immersive activities, student responsiveness, and external engagement (e.g., with alumni, professional bodies).</p>	<p>Associate Deans of Business</p>	<p>n/a</p>	<p>Fall 2023</p>

Unit Update: The Business department discussed the re-introduction of letters of commendation which the Associate Dean, Faculty Development and Research used to write to deserving colleagues. Given that teaching evaluations are only partial means of judging teaching effectiveness, there is also the Glenn Carol Teaching Fellowship which is awarded to that colleague that has demonstrated leadership in teaching. We also recognize colleagues that take leadership roles in our immersive student experience activities at all levels of the undergraduate program, from 1st year to 4th year. We believe that all of these initiatives speak to the intent of this recommendation.

Lazaridis Decanal Comments: The Department of Business has created an internal culture that recognizes the research, teaching, and service accomplishments of its faculty members. At the Faculty level, the Lazaridis School continues to recognize these accomplishments through our TVs across our two buildings and during meetings and social events. Going forward, the School aims to elevate the recognition we provide our faculty and staff, including new awards for excellence in research and teaching.

Program Review Sub-Committee Comments: This recommendation speaks to an ongoing area of importance to celebrate the accomplishments of Business faculty, and the Department is encouraged to continue them. No further reporting is required.

Recommendation to be Implemented (from Final Assessment Report)	Responsibility for Implementation	Responsibility for Resourcing (if applicable)	Anticipated Completion Date
<p>Recommendation #22a: To ensure that the School continues to anticipate the changing landscape of demand, it is recommended that closer ties with the central admission be developed with regular debriefs of the annual entry and application data.</p>	<p><i>This recommendation is not applicable as it is already our practice.</i></p>		

Recommendation to be Implemented (from Final Assessment Report)	Responsibility for Implementation	Responsibility for Resourcing (if applicable)	Anticipated Completion Date
<p>Recommendation #22b: To ensure that the students are kept aware of various opportunities that may not have been kept at top of mind, it is recommended that these be emphasized not only with advising but in second and third year in order to allow students to more effectively plan and consider ways to tailor their degrees and pursue options</p>	<p><i>This recommendation is not applicable as it is already our practice.</i></p>		

that are more closely aligned with their personal interests.	
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Recommendation to be Implemented (from Final Assessment Report)	Responsibility for Implementation	Responsibility for Resourcing (if applicable)	Anticipated Completion Date
Recommendation #22c: The School is doing an excellent job of connecting with alumni and surveying its undergraduates. It is recommended that output from these surveys be used to refine future surveys and that this information be shared more broadly with new students through events and materials such as orientation as validation for having selected a high quality school and to increase school spirit.	<i>This recommendation is not applicable as it is already our practice.</i>		

Recommendation to be Implemented (from Final Assessment Report)	Responsibility for Implementation	Responsibility for Resourcing (if applicable)	Anticipated Completion Date
Recommendation #23: To better serve students in general it is recommended that the School take a longer-term view of remote education. Rather than consider this as a temporary stopgap it can be viewed and supported as more of a strategic delivery option that is integral to the programs.			This recommendation cannot be implemented until faculty collective agreements change.

Unit Update: The intent of this recommendation is being actively discussed within the Business programs. The area coordinators and program directors met to discuss proposed changes being discussed at the University level on modes of delivery. For the BBA, since this is primarily an in-person program, it was agreed that all our core courses will still maintain the in-person requirement. For the electives, we will still have in-person courses but there will be some online courses which will be delivered asynchronously. Currently, there are no plans to change the mode of delivery for any undergraduate courses. At the graduate level, particularly in the MBA part-time format, we are planning to pilot a small number of hybrid, hyflex course delivery modalities during the 2024/2025 academic year.

Lazaridis Decanal Comments: Building from my comments on page 3, the Department of Business may want to experiment with different learning modalities for core courses for non-BBA students to provide more flexibility for Management Option, Economics, and other students.

FGPS Decanal Comments: Please see response to Recommendation #2. Again I will refer the Unit to the new institutional website on Mode of Delivery (<https://lauriercloud.sharepoint.com/sites/quality-assurance-office/curriculum-changes/Pages/modes-of-delivery.aspx>), which provides guiding principles and helpful suggestions that will be useful for evaluating the merit and success of the delivery modalities piloted for the MBA part-time program.

Program Review Sub-Committee Comments: As noted in an earlier response, the university has recently approved a new range of modes of course and program-level delivery. Academic units are encouraged to make careful and strategic decisions about how to employ these new modes in their program curriculum. The committee supports the Department's prudent approach to deciding if and how to employ additional modes of course or program-level delivery in its programming. No further reporting is required.

ADDITIONAL COMMENTS

Dean of the Lazaridis School of Business and Economics: Congratulations to the Department of Business for the progress they have made thus far in addressing these recommendations. I greatly appreciate the commitment to make ongoing improvements and strive for excellence across our programs.

Dean of the Faculty of Graduate and Postdoctoral Studies: I agree with the Lazaridis Dean. The Unit has made significant efforts to address the suite of recommendations from the external reviewers. I particularly would like to acknowledge the extensive efforts to review the MBA program and to implement a suite of changes to make the program more attractive to domestic and international prospects and to enhance the graduate student experience.

Program Review Sub-Committee: The committee appreciates the updates provided by the Department of Business on the ways in which the unit has sought to implement the recommendations made in the 2020-2021 cyclical program review. The comments provided indicate that all recommendations have either been completed or represent areas of ongoing attention for the Department. In their discussion of the report, the committee noted that several of the recommendations made by the external review committee related to the integration of principles of equity, diversity and inclusion in the Department of Business' operations. Based on the comments provided, the committee felt that the Department should continue to focus and work on strengthening its commitment to EDI in the areas of curriculum and classroom practices.

There will be no further Implementation Reports required in advance of the unit's next scheduled cyclical program review in 2027-2028.

Subsequent Report Required: No