

FINAL ASSESSMENT REPORT
Evaluation of Graduate Programs
Telfer School of Management
Cycle: 2019–2020
Date: 2021-10-13

I. Programs

- Executive MBA (EMBA)
- Master of Health Administration (MHA)
- Master of Business in Complex Project Leadership (MBCPL)
- Graduate Diploma in Business Administration
- Graduate Diploma in Leadership and Management
- Graduate Diploma in Organizational Performance Management
- Graduate Diploma in Chartered Professional Accountancy (CPA)

II. Evaluation Process

- The Final Assessment Report for the evaluation of the programs was based on the following documents: (a) the self-study brief produced by the academic unit, (b) the report produced by the external evaluators following their site visit, and (c) the comments from the Dean, Stéphane Brutus, and the Program Chairs, Catherine Elliott, Director, MBA, Greg Richards, Director, Executive, MBA, and Mirou Jaana, Director, MHA, on the aforementioned documents.
- The site visit, which took place on February 11, 2021, was conducted by Isabelle Dostaler, Memorial University, and Andrew Gaudes, Brock University.
- The visit was carried out virtually due to the SARS-CoV-2 pandemic. The reviewers were provided a comprehensive self-study brief that had been previously presented and discussed at the School Assembly prior to revision. The virtual visit included Paulette Guitard, from the Faculty of Health Sciences, University of Ottawa as internal delegate.
- During the site visit, the external evaluators met with the Vice-Provost, Graduate and Postdoctoral Studies, Claire Turenne-Sjolander, the interim Dean of the Telfer School of Management, Wojtek Michalowski, the Vice-Dean of Professional Programs/EMBA Director, Greg Richards, Catherine Elliott, MBA Director, Jonathan Patrick, outgoing MHA Director, Sylvain Durocher, CPA Director, members of the support staff, regular and part-time professors, as well as graduate students.

III. Summary of Reports on the Quality of Programs

This section aims to inform the unit on the strengths and weaknesses observed during the evaluation process in order to improve its programs.

EMPHASIZING THE STRENGTHS AND IDENTIFYING CHALLENGES

Strengths

- National and international recognition of the School and its programs (Triple Crown Business School Accreditations)
- One of the rare business schools to offer a professional Master of Health Administration
- Solid registration in the Executive MBA program
- Flexibility and diversity of programs
- The MBA (English) is said to offer a good balance between research and practice.
- Experiential learning, especially for the Executive MBA
- Location of the School of Management in the National Capital, in a bilingual environment
- Bilingual faculty and access to a bilingual learning environment

Challenges

- The impending retirement of faculty suggests a threat for faculty resources
- Student recruitment has become challenging in all the programs, except for the Executive MBA
- The low volume of students in the MBA (French) means that the choice of elective courses is not on par with the English stream, but also it threatens the program's viability
- There appear to be challenges recruiting faculty who can teach in the French MBA program
- In recent years, the value proposition of the Graduate Diploma in Chartered Professional Accountancy has become less clear due to the new offering of similar programs elsewhere

IV. Program Improvement¹

The programs under evaluation are in conformity with the standards of the discipline. The following recommendations aim at maintaining or increasing the level of quality already achieved by the programs.

The order and numbering of the recommendations follow that of the external review's report.

- **Recommendation 1:** Improve the quality of teaching and course offering in the French MBA program or consider phasing the program out.
- **Recommendation 2:** In order to drive greater enrolments, consider increasing access and timing options for courses in the MBA program, so students may map out a time to completion, which best suits their individual needs.
- **Recommendation 3:** Given the renewed interest for healthcare and public health there is a great opportunity to rejuvenate the MHA program, with the potential for it to become a flagship for the School. Continue to offer the program online as it allows people who work in the healthcare

¹ Based on the external evaluation report.

system to participate without leaving their jobs (the coursework expectations will require adjustment if this is to be undertaken).

- **Recommendation 4:** Build on learning from the Covid crisis across all programs as most students thought that the school was strong at pivoting; faculty and staff also seemed particularly proud of what they achieved).
- **Recommendation 5:** Carefully monitor the implementation of the new EMBA complex project leadership option to ensure it does not increase program cost.
- **Recommendation 6:** Assurance of Learning (AoL) assessment should be undertaken by independent assessors, rather than instructors. Results should then be presented and discussed to identify curriculum and delivery improvement opportunities.

V. List of courses not offered for more than three years and the reasons

The following courses have not been offered at least once in the last three years and will be removed from the calendar.

- [To be confirmed]

VI. The Action Plan

The Action Plan was developed by the Dean, Stéphane Brutus, and the Program Chairs, Catherine Elliott, Director, MBA, Greg Richards, Director, Executive, MBA, and Mirou Jaana, Director, MHA. The School takes all six recommendations seriously and feel confident that by addressing them, it will make its programs even stronger.

VII. Conclusion

The Telfer School of Management is recognized nationally and internationally for its programs (Triple Crown Business School Accreditations). It offers a broad array of professional graduate programs that are strategically positioned. The Master of Health Administration program a highly specialized program well aligned with the research expertise of the faculty members. Whereas the Master of Business Administration is a generalist program that makes it distinct from other programs that tend to be more specialized. The Executive MBA program is well established and brings prestige to the School.

In recent years, recruitment has become challenging in all the programs, except for the Executive MBA. The situation seems to be acute for the French stream of the Master of Business Administration, where limited choices for elective courses and quality of teaching are a concern for the students.

Considering this positive assessment, the committee members would like to thank all participants for the evaluation of the programs. They congratulate the unit on the rigour of the work accomplished and on the quality of the self-study report, as well as that of the report produced by the external reviewers.

Schedule and Timelines

A progress report that outlines the completed actions and subsequent results will be submitted to the evaluation committee on a date agreed upon at the time of the meeting regarding the action plan.

The next cyclical review will take place in no more than eight years, in 2026–2027. The self-study brief must be submitted no later than June 2026.

ACTION PLAN

Faculty:

- Telfer School of Management

Programs evaluated:

- Executive MBA (EMBA)
- Master of Health Administration (MHA)
- Master of Business in Complex Project Leadership (MBCPL)
- Graduate Diploma in Business Administration
- Graduate Diploma in Leadership and Management
- Graduate Diploma in Organizational Performance Management
- Graduate Diploma in Chartered Professional Accountancy (CPA)

Cyclical review period:

- 2019-2020

Date:

- February 17, 2023

Recommendation 1: Improve the quality of teaching and course offering in the French MBA program or consider phasing the program out.

Unit response: The French MBA is the only French-language program offered at the Master’s level in the Telfer School of Management. We therefore intend to continue to offer this program. We will review the course material, the options offered and the delivery mode to ensure that we continue to attract high quality candidates.

Relevant Program(s): MBA French

Priority Level*	Actions to be undertaken	Assigned to	Timeline	Curriculum change?
1	Redesign the MBA program to improve flexibility and access for students. For the French program specifically, include an immersion option that would permit students to take electives in English as well as in French.	Program Director, Associate Program Director	September- November, 2021	Yes
2	Develop relationships with international universities to provide options for francophone students to study abroad.	Associate Program Director	October 2021 onwards	NA

* PRIORITY LEVEL: 1. URGENT-IMMEDIATE ACTION REQUIRED 2. IMPORTANT-ACTION REQUIRED WITHIN 18 MONTHS (MAXIMUM) 3. ADVISED: DEVELOPMENT AND STRATEGY-ACTION TO BE DISCUSSED AND MUST BE IN PLACE BY MID-CYCLE (WITHIN 4 YEARS)

Recommendation 2: In order to drive greater enrolments, consider increasing access and timing options for courses in the MBA program, so students may map out a time to completion, which best suits their individual needs.

Unit response: A review of the courses has been completed with a number of new courses being offered that we think will be of interest to students. In addition we have invested in updating our classrooms to permit for bi-modal (simultaneous online and in-class) delivery.

Relevant Program(s): MBA French

Priority Level*	Actions to be undertaken	Assigned to	Timeline	Curriculum change?
1	Use our newly installed bi-modal capacity to offer the program outside of Ottawa.	Associate Program Director	October 2021 for September 2022 admissions cycle.	
2	Develop asynchronous versions of some of the courses to improve flexibility and access, particularly for students outside of Ottawa.	Associate Program Director, Telfer Learning Consultant	January 2022 through December 2022	

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Recommendation 3: Given the renewed interest for healthcare and public health there is a great opportunity to rejuvenate the MHA program, with the potential for it to become a flagship for the School. Continue to offer the program online as it allows people who work in the healthcare system to participate without leaving their jobs (the coursework expectations will require adjustment if this is to be undertaken).

Unit response: We are focusing on becoming leaders in healthcare education by expanding our MHA outside of the Ottawa market and building in flexibility. The MHA program had just undergone a major modification and so it is ready for broader expansion.

Relevant Program(s): MHA

Priority Level*	Actions to be undertaken	Assigned to	Timeline	Curriculum change?
1	Develop and deliver an online version of the MHA targeted to executive-level professionals.	Vice-Dean Graduate Professional Programs, Program Director	Develop May through September 2021. Launch in January 2022.	Minor changes to the number of courses.
1	Attract an Advisory Board of senior healthcare executives to guide development of healthcare education initiatives.	Vice Dean Graduate Professional Programs, Dean	May through October 2021.	
2	Work with industry and other faculties to develop a series of microprograms in emerging areas: health care analytics, informatics, regulatory affairs, leadership and innovation.	Vice Dean Graduate Professional Programs	October 2021 through June 2022	
3	Explore the feasibility of launching a French version of the online MHA.	Vice Dean Graduate Professional Programs, Program Director	January 2022 through June 2022	

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Recommendation 4: Build on learning from the Covid crisis across all programs as most students thought that the school was strong at pivoting; faculty and staff also seemed particularly proud of what they achieved).

Unit response: We intend to continue to provide online access to students. We are also exploring the mix of synchronous and asynchronous online delivery.

Relevant Program(s): MBA (English & French), Executive MBA, MHA

Priority Level*	Actions to be undertaken	Assigned to	Timeline	Curriculum change?
1	Ensure all classrooms (Desmarais as well as the Centre for Executive Leadership) have the right technology to enable bi-modal delivery.	Vice Dean Professional Programs, Chief Administrative Officer	May 2021 through January 2022	
2	Develop teaching guides and processes to support professors teaching bi-modally.	Telfer Learning Consultant	May 2021 through March 2022	

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Recommendation 5: Carefully monitor the implementation of the new EMBA complex project leadership option to ensure it does not increase program cost.

Unit response: I think the recommendation meant to say that it does not increase program cost.

Relevant Program(s): Executive MBA

Priority Level*	Actions to be undertaken	Assigned to	Timeline	Curriculum change?
1	Monitor incremental costs for the EMBA-CPL. Adjust the curriculum as needed to avoid unnecessary program costs.	Program Manager	September 2021 through April 2023	

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Recommendation 6: Assurance of Learning (AoL) assessment should be undertaken by independent assessors, rather than instructors. Results should then be presented and discussed to identify curriculum and delivery improvement opportunities.

Unit response: We have been following the AACSB assurance of learning guidelines. We do, however, recognize that other sources of data would be useful to help assess assurance of learning.

Relevant Program(s): MBA (English & French), Executive MBA, MHA

Priority Level*	Actions to be undertaken	Assigned to	Timeline	Curriculum change?
1	Review student exit surveys relative to program goals to incorporate these assessments into the AOL process.	Program Directors	May 2021 through November 2021	
2	Develop a more robust approach to gathering industry feedback on consulting projects such that these sources can be integrated into the AOL process.	Program Managers, Graduate Programs Office Administrator	September 2021 through December 2021	
3	Explore further the idea of “independent” assessments. For example, the use of the CAPSIM simulation in the strategy course provides for independent assessments based on the results students achieve in that competition. Other such tools might be used to provide more objective assessments.	Vice Dean, Professional Graduate Programs, Special Projects Coordinator	January 2022 through December 2022	

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