Strengths of Program
The MBA/EMBA program is well organized and, as the external reviewers confirm in their report, it can be considered state-of-the-art in business and management education. The program has earned three external accreditations: the Association of MBAs (AMBA), granted in 2005, re-accredited in 2010; the European Quality Improvement System (EQUIS), granted in 2009, re-accredited in 2012; and the Association to Advanced Collegiate Schools of Business (AACSB), granted in 2003. The Telfer School of Management, the MBA program administrators, and the program’s teaching faculty all share a high degree of commitment to continuously improving the program’s pedagogy and research. The program prioritizes its students’ satisfaction, learning, and career development, and enjoys excellent external community relations and a first-rate employment record for its graduates.

Areas for Improvement
In practice, the MBA and EMBA function as two different programs, each with different models for the delivery and the organization of courses. However, under the academic regulations of the Senate of the University of Ottawa, they are the same program and the degree awarded in both cases is the MBA. The Telfer School needs to continually monitor coordination between the MBA and EMBA programs and to ensure compliance with the requirements approved by the Senate of the University. As with many professional programs, both the MBA and EMBA programs need to ensure that all students complete a research component during their studies (for example, they need to be able to research new business practices, opportunities and current best practices). Attention must also be paid to ensuring that as many courses as possible are taught by institutionally approved graduate faculty members. While the MBA has recently reconfigured the delivery of its French language program, continued attention is needed with respect to recruiting Francophone students.

Recommendations
1. The program should either enhance the coordination of the MBA/EMBA as different streams in the same program or it should create two different programs recognized as such under the regulations of the Senate
2. Ensure that all graduates can demonstrate the skills needed to research their own business practices and to identify current best practices
3. Increase the percentage of graduate courses taught by institutionally approved graduate faculty members.
4. Develop and implement a graduate MBA/EMBA recruitment plan to attract both English and French MBA and EMBA candidates.
5. Continued attention must be given to completion rates and times-to-completion.

Calendar and deadlines
The next cyclical review must be completed by July 1, 2019. The above five recommendations should be addressed in the next evaluation.

Authorities
The Graduate Studies Directors of the MBA/EMBA program, the Vice-Dean (Undergraduate and Professional Programs) and the Dean of the Telfer School of Management are responsible for implementing these recommendations.