Office of the Provost & Vice President Academic
Nipissing University
100 College Drive, Box 5002

EXECUTIVE SUMMARY & IMPLEMENTATION PLAN

Under Nipissing University's Institutional Quality Assurance Process (IQAP) and the Ontario Universities Quality Assurance Framework (QAF), all programs are subject to a comprehensive review at least/at minimum every eight years to ensure that they continue to meet provincial quality assurance requirements and to support their ongoing rigour and coherence. This review was conducted under the terms and conditions of the IQAP approved by Senate on June 29, 2023 and ratified by the Quality Council on May 5, 2023

In academic years 2018-2019 a program review was scheduled for the School of Business. This was the 2nd program review for this program. The timeline of the review was as follows.

PROGRAM UNDER REVIEW

PROGRAM	SENATE APPROVAL DATE	PREPARED BY
BACHELOR OF BUSINESS ADMINISTRATION BACHELOR OF COMMERCE	SEPTEMBER 13, 2019	PROVOST & VICE-PRESIDENT

A. REVIEW TIMELINE

SELF-STUDY REVIEW TIMELINE	DATE
1. Self-Study Presented to AQAPC	November 15, 2018
2. Site Visit Conducted	March 19-20, 2019
3. Reviewer's Report Received	April 6, 2019
4. Department's Response Received	April 29, 2019
5. Dean's Response Received	April 29, 2019

A. REVIEW SUMMARY

Two external reviewers conducted the review. During the in-person site visit, the reviewers met with the following groups and individuals:

- Provost & Vice-President, Academic and Research
- Associate Dean, Applied and Professional Studies
- Director, School of Business
- Business faculty
- Internal Review Committee
- Business Chairs and Program Managers
- Project Coordinator – Student Activities

- Nipissing University Business Council Student Representatives
- Registrar
- Harris Learning Library – Executive Director and Librarian

The academic programs offered by the Department which were examined as part of the review included:

- Bachelor of Business Administration
- Bachelor of Commerce

The follow program strengths were noted:

The programs are supported by a strong team of full-time, PhD-trained faculty and have been successfully updated to include forward-looking features such as co-op options, expanded course choices, and post-baccalaureate diplomas. The BBA program equips students with the necessary coursework to pursue professional designations such as Accounting or CHRP. Flexible delivery through both online and on-campus courses enhances accessibility, while innovative curriculum design and experiential learning approaches have led to high levels of student engagement and satisfaction, as reflected in positive student feedback.

Summary of review team recommendations:

The recommendations emphasize improving clarity, alignment, and internal processes within the School. They highlight the need to establish a shared and clearly communicated vision, ensure program decisions align with institutional priorities, and explore interdisciplinary opportunities. The School is encouraged to adopt benchmarking practices rather than relying on historical approaches and to strengthen governance by creating a curriculum committee responsible for learning outcomes and program quality assurance. Additionally, reviewing the overlap between BComm and BBA programs and implementing enrollment management strategies would help streamline offerings.

Operational improvements are also a key focus, including enhancing academic advising (especially for co-op programs), clarifying responsibilities and resource allocation for co-op implementation, and assessing how tasks are distributed among faculty and staff. The recommendations call for a human resources plan that considers hiring generalist or teaching-focused faculty and evaluating staffing capacity through job analysis. Finally, the School is encouraged to review its curriculum to better align with the university's emphasis on literacy, potentially reducing specialization while expanding broader, liberal arts learning opportunities.

Status:
Due date for 2 Year Follow-up Report: 2021
Date of next Cyclical Review: 2025

B. IMPLEMENTATION PLAN

Below are the recommendations that require specific action as a result of the Review, along with the identification of the position or unit responsible for the action in question. Notwithstanding the position or unit identified as being responsible for specific recommendations, the Dean of the Faculty has the overall responsibility for ensuring that the recommended actions are undertaken

RECOMMENDATION	RESPONSIBLE MEMBER/UNIT	PROJECTED COMPLETION
#1 - Develop a new School vision statement	Director with School	January 2020
#2, 12 - Map potential connections to other departments for curricula development	Director with School	Academic Planning 2020-2021
#3 - Develop a benchmarking document	Director with School	May 2020
#4, 5 - Develop a learning outcomes document to distinguish programmes/streams	Director with School	May 2020
#6 - Contribute to institutional SEM planning	Director with Registrar	Fall 2019
#7 - Develop a communication plan on student advising by the School	Director with School	January 2020
#8 - Map experiential learning opportunities within the School	Director with School	March 2020
#9 - Establish faculty course lead for each course	Director	December 2019
#10 - Carry out a task analysis within the School with the goal of identifying shared resources and efficiencies	Director	March 2020
#11 - As part of the academic plan, propose a forward looking strategy for faculty renewal	Director with School	Academic Planning 2020-2021