

Faculty / Affiliated University College	Ivey Business School	
Degrees Offered	MBA, PhD	
Date of Last Review	2014-2015	
Approved Fields	MBA: N/A	PhD: Finance General Management Information Systems Management Science Marketing Operations Management Organizational Behavior Managerial Accounting and Control
External Reviewers	Dr. Vernon Jones, University of Calgary	Dr. Andrew Gemino, Simon Fraser University
Internal Reviewers	Tom Drysdale, Associate Dean, Graduate Schulich School of Medicine & Dentistry	Kelsey Sick, Graduate Student
Date of Site Visit	August 15, 16, 2022	
Date Review Report Received	October 3, 2022	
Date Program/Faculty Response Received	Program –November 11, 2022- revised November 29, 2022 Faculty – November 11, 2022	
Evaluation	Good Quality	
Approval Dates	SUPR-G: January 23, 2023 ACA: February 8, 2023 Senate: February 16, 2023	
Year of Next Review	Year of next cyclical review: 2029-2030	
Progress Report	June 2025	

Overview of Western's Cyclical Review Assessment Reporting Process

In accordance with Western's Institutional Quality Assurance Process (IQAP), the Final Assessment Report (FAR) provides a summary of the cyclical review, internal responses, and assessment and evaluation of the Business Administration Program delivered by the Ivey Business School.

This FAR considers the following documents:

- the program's self-study brief;
- the external reviewers' report;
- the response from the Program; and
- the response from the Dean, Ivey Business School.

This FAR identifies the strengths of the program and opportunities for program enhancement and improvement and details the recommendations of the external reviewers – noting those recommendations to be prioritized for implementation.

The Implementation Plan details the recommendations from the FAR that have been selected for implementation, identifies who is responsible for approving and acting on the recommendations, specifies any action or follow-up that is required, and defines the timeline for completion.

The FAR (including Implementation Plan) is sent for approval through the Senate Graduate Program Review Committee (SUPR-G) and ACA, then for information to Senate and to the Ontario Universities' Council on Quality Assurance. Subsequently, it is publicly accessible on Western's IQAP website. The FAR is the only document from the graduate cyclical review process that is made public; all other documents are confidential to the Ivey Business School, the School of Graduate & Postdoctoral Studies (SGPS), and SUPR-G.

Executive Summary

The Master of Business Administration program was first initiated in the fall of 1948. Since then, three pathways to the MBA degree developed: The one-year, regular MBA program stream (launched in 2006) with 160 students enrolled in 2021; the Accelerated MBA program stream (launched in 2019) with 54 students enrolled in 2021; and the Executive MBA program stream (initially launched in 1991) with 151 students enrolled over two intakes in 2021.

Approved by Senate in 1961, Ivey's PhD Program in Business Administration is Canada's longest established doctoral program in Business Administration. The program is a research-oriented and discipline-based program which focuses on theory, methodology and understanding the forefront of scholarly literature. In 2020, the program had a total enrolment of 49 students.

The self-study was informed by consultation with students, alumni, faculty and staff. Contributing data sources included: 1- the Ivey Student Experience survey which consists of questions that ask for feedback in the areas of admissions, program services, programming, career management, faculty, and facilities; 2- Focus group discussions; 3- Recruiter and alumni surveys.

The external reviewers shared a positive assessment of the Business Administration Program stating that "*The Ivey School is characterized by very high quality. This is evidenced by the strong leadership within the School as well as the newly minted strategic plan, Ivey Next*". They offer six recommendations for further enhancement and several suggestions for consideration.

Strengths and Innovative Features Identified by the Program

- Ivey has a strong brand in Canada and attracts significant interest from domestic candidates.
- Accredited with EQUIS since 2012 (reaccredited in 2017). Feedback noted "the School's excellent reputation, both within Canada and internationally".
- Regular MBA program stream:
 - Dedicated Learning Teams of 6-7 students scaffold student learning throughout the program.
 - Students have the opportunity to participate in an exchange abroad enabling them to explore another cultures and expand their global network.
 - Approved as a CFA Program partner school; approximately two to three MBA students receive a CFA scholarship each year, out of an allotment of five scholarships.
 - Has experienced very high retention rates (less than 1% withdrawals annually).

- The curriculum of the EMBA program stream was revised to include a refreshed narrative of “real world, contemporary, integrated problem-solving”.
- The PhD Program has enviable graduate outcomes with the strong majority of students going on to post-doctorate positions or to tenure-track faculty posts.

Concerns and Areas of Improvement Identified and Discussed by the Program

- Both faculty and students brought up the need for transparency about 5th year funding in the PhD Program.

Review Process

As part of the external review, the review committee, comprising two external reviewers, one internal reviewer and a graduate student reviewer, were provided with Volume I and II of the self-study brief in advance of the scheduled review and then met virtually (due to pandemic restrictions) over two days with the:

- Associate Vice-Provost of the School of Graduate & Postdoctoral Studies
- Director, Academic Quality & Enhancement
- Vice-Provost, Academic Planning, Policy and Faculty
- Dean, Ivey Business School
- Associate Dean, Programs
- Associate Dean, Research
- PhD Faculty Director
- MBA & AMBA Faculty Director
- EMBA Faculty Director
- Executive Director, Masters Programs
- PhD Program Leadership Team
- Associate University Librarian
- Graduate Program and Department Staff
- Program Faculty Members
- Graduate Students

Following the virtual site visit, the external reviewers submitted a comprehensive report of their findings which was sent to the Program and Dean for review and response. Formative documents, including Volumes I and II of the Self-Study, the External Report, and the Program and Decanal responses form the basis of this Final Assessment Report (FAR) of the MBA and PhD in Business Administration Program. The FAR is collated and submitted to the SGPS and to SUPR-G by the Internal Reviewer with the support of the Office of Academic Quality and Enhancement.

Summative Assessment – External Reviewers’ Report

External reviewers shared that “Ivey is very current. [...] noting that Ivey has a strong legacy of program renewal and innovation. Ivey’s MBA program is consistently ranked among the best in the world. For seven years including in 2022 Bloomberg Business Week has ranked Ivey the number one MBA program in Canada. It was also ranked number five globally in 2022.”

Strengths of the Program

- Highly qualified and experienced staff, proficient faculty with strong qualifications, scholarly accomplishment and outstanding teaching skills.
- State of the art facilities including a downtown Toronto campus, the DK Johnson facility, to support the EMBA program, the Spencer Hall Leadership Centre and a very sophisticated building on Western’s Main campus.
- The MBA and PhD programs attract excellent students who successfully complete their programs, internships and achieve career advancement.
- The EMBA is a leading program in Canada and students are happy with the level and intensity of this program.
- A recent review of EMBA program curriculum and content represents an extensive investment and represents industry best practice.
- Ivey is committed to achieving important milestones in equity, diversity and inclusion in faculty, students and staff as well as in its programming with important initiatives in Indigenous education.
 - Equity, Diversity and Inclusion workshops have been a notable addition and an innovative co-curricular contribution to the program.
- Ivey is accredited by EQUIS and is highly recognized by several national and international ranking agencies.

Areas of Concern or Prospective Improvement

1. As the PhD program evolves, careful consideration of Faculty workload balance will be of critical importance.
2. PhD students noted that the advertised 4-year program is no longer realistic and that funding models and program expectations should be adjusted to a more reasonable 5-year time frame.
3. An issue of concern regarding admissions to the MBA and PhD programs, is the recognition of potential admission barriers to Indigenous peoples and others who may not have access to traditional admission pathways.

Summary of the Reviewers' Recommendations and Program/Faculty Responses

The following are the reviewers' recommendations in the order listed by the external reviewers. Recommendations requiring implementation have been marked with an asterisk (*).

Reviewers' Recommendation	Program/Faculty Response
<p>Recommendation 1: Bring Ivey's unique skills to Western's strategic initiatives. The Ivey School should fully commit to Western University's Strategic Plan and to Ivey Next: Innovating for Impact.</p>	<p>Program: The program notes that 'Ivey Next' and that Ivey's programs incorporate strategic initiatives that support Western's strategic direction, however indicate that this focus is largely at the decanal level.</p> <p>Faculty: Ivey's newly launched strategy, 'Ivey Next, Innovation for Impact' incorporates Western's strategic themes:</p> <ul style="list-style-type: none"> • In terms of Western's first theme – Greater Impact – strategic growth is planned for the “while-you-work programs” targeting areas such as Sustainability, The Evolution of Work, and Global Citizenship, and Competitiveness and Innovation. In terms of research stimulation, Ivey has added capacity to the Research Office to better support our faculty as well as added new Ivey research fellowships, Research Merit Awards, and special teaching relief awards. Innovative instruction will be further supported via a gift of \$7M towards developing new and innovative approaches to inductive learning techniques. This gift will support the new Wood Centre for Innovation in Teaching and the expansion of our EdTech resource pool. • Ivey is addressing Western's second theme of 'People Community and Culture via a recently launched Equity, Diversity & Inclusion (EDI) strategy. The strategy outlines commitments to enhance programming on these topics for all community members (faculty, staff and students), increase representation, and change policy and practices to create an environment that practices sustainable equity. In recent years there has been an active rollout of EDI programming, improvements in representation for faculty, staff and students, and in actions related to sense of belonging. • Ivey's international collaborations demonstrate commitment to Theme 3 – Western's Place in the World – Ivey operates facilities in Toronto and Hong Kong and deliver programming in Europe, and Asia. Ivey aims to grow its presence at the Toronto campus, use its critical issues platforms to create better outreach with business leaders and the government across Canada, and also offer all Ivey students more international experiences as part of their program.
<p>Recommendation 2*: Commit to equity, diversity, and inclusiveness with emphasis on Indigenous education.</p>	<p>Program: Over the past two years, Ivey operationalized the following EDI initiatives:</p> <ul style="list-style-type: none"> • Co-curricular programming that supports diversity and inclusion, for instance, the Kairos Blanket Exercise. • The application process now includes questions that allow applicants to identify if they are members of equity seeking groups.

<p>Western University and the Ivey School have committed strongly to initiatives in equity, diversity and inclusiveness including accessibility for non-traditional communities, in particular access for First Nations, Metis and Inuit. Ivey needs to follow through with making Indigenous hires and creating specific objectives for its MBA and PhD programs.</p>	<ul style="list-style-type: none"> • Introduction of entrance scholarships for Indigenous Peoples into the MBA programs (15 awards of \$10,000). • An increased effort at case writing focused on Indigenous peoples. Currently, 86 products have “Indigenous” in the abstract; 17 of these products were published in the last 20 months. • developing program recruiting materials such as a podcasts and webinars directed at underrepresented populations such as women and Indigenous peoples. <p>The program agrees that there is a need for additional Indigenous hires. Ivey has one Indigenous faculty member and will continue to participate in the university’s program to hire Indigenous scholars.</p> <p>Faculty: Ivey is highly committed to EDI and to continually improving in this area. As noted in the Program’s response, Ivey has undertaken many new initiatives over the last two years to enable the School to make these desired improvements.</p>
<p>Recommendation 3*: Undertake a PhD program benchmark review. In light of its planned expansion, Ivey should conduct a benchmarking review of the PhD program along the line of its recent EMBA review. This should be a priority over a possible MBA review.</p>	<p>Program: A PhD program benchmark review is currently planned, with completion by February 28, 2023. Items being explored include:</p> <ul style="list-style-type: none"> • a five-year funding model • resuming the PhD program with the Finance area group • continuing to support a more cohesive approach to supervision. <p>Faculty: Ivey has demonstrated commitment to the PhD program through investment in new, research-focused faculty and by providing financial funding to allow the program to grow.</p>
<p>Recommendation 4: Undertake an MBA Program Review The Review Team recommends that:</p> <p>a) the MBA be reviewed using external bench marking study similar to the recent Executive MBA review.</p>	<p>Program:</p> <p>a) Ivey has an ongoing formal internal review process that is conducted by its Curriculum and Program Review Committee (CPRC). The MBA Program underwent a substantial review by the CPRC in 2021 that included the benchmarking of courses to peer schools and a number of program enhancements. Focus group meetings with former and current students also take place annually.</p> <p>b) The implications of the heavy recruiting schedule have been a focus of the program for the past six months. The Career Management team is working with corporate partners, especially strategy consulting firms, to better communicate how schedules can align with program demands. In addition, changes have been made to the class schedule to provide students with periods of relief at those points in the year when recruiting is most intense. Ivey has also reorganized the Academic Advising team to ensure students are receiving the needed support.</p>

<p>b) the program monitors students' wellbeing during the stressful period of corporate recruiting.</p> <p>c) the program addresses students' concern that dated cases (up to 15 to 20 years old) be replaced with new cases.*</p> <p>d) evaluation metrics be developed for the Leadership Essentials program.</p>	<p>c) The outcome of the periodic program reviews is shared with faculty to ensure that the class material remains relevant, and cases are timely. Ivey's Research Office has recently taken on oversight of faculty case writing which will provide resources and direction for the internal development of new cases.</p> <p>d) Learning Leadership Essentials is foundational for every course in Ivey's degree programs and is not a separately graded course but rather a program philosophy. The approach to learning outcomes has been to ensure that the individual course learning outcomes encompass those that we would expect of the Ivey Leadership Essentials.</p> <p>Faculty: The Dean agrees with the Program comments and noted that constructive changes were made to the Terms of Reference for the CPRC which allows for more thorough (and frequent) internal program reviews.</p>
<p>Recommendation 5: The AMBA should be assessed and revised within the context of Ivey's existing continuous improvement protocols.</p>	<p>Program: Performance of all program streams are assessed on an annual basis through an exit survey that is sent to all students from a program stream. AMBA performed very well based on the student exit survey; the overall satisfaction rating for AMBA, on a 7-point scale, for the class of 2021 was 6.1. The AMBA is scheduled for a thorough review through the formal internal CPRC process in 2025.</p> <p>Faculty: The Dean agrees with the Program comments and is pleased to see the level of performance of this new program.</p>
<p>Recommendation 6*: Enhance Equity, Diversity, and Inclusion within the EMBA curriculum. Ivey has a very strong EMBA program which has been reviewed recently. Ivey should give recognition to enhancing the issue of Equity, Diversity, and Inclusion (EDI) within the Executive MBA curriculum and</p>	<p>Program: With support from the Director for Culture and Inclusion at Ivey, programs have been making ongoing enhancements to admissions processes and co-curricular programming that supports diversity and inclusion. The program continues to make improvements including the addition of an EDI Lunch & Learn session focused on Indigenous Peoples (i.e., The Kairos Blanket Exercise).</p> <p>Additionally, as part of the on-going curriculum review process, Ivey is tracking session-by-session content of materials used in all program streams. For example, in the area of ESG for the full-time MBA stream, 30% of our sessions / class time is spent on the topic of ESG. The EMBA and AMBA program streams will undergo a similar analysis. We would consider using a similar analysis for EDI specifically.</p>

<p>especially in light of Western's People, Community and Culture theme.</p>	<p>Faculty: The Dean agrees with the program's response, and adds that the EMBA students are Ivey's most sophisticated and experienced program participants – making for an excellent environment for two-way (faculty and participant) learning.</p>
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Implementation Plan

The Implementation Plan provides a summary of the recommendations that require action and/or follow-up. In each case, the Program Directors, in consultation with the SGPS and the Dean of Ivey Business School is responsible for enacting and monitoring the actions noted in Implementation Plan.

The number of recommendations prioritized for implementation has been reduced as some are already being actioned, as described in the program and faculty responses above. As a result, the recommendations not appearing in the implementation table are recommendations #1, #4abd, and #5.

Recommendation	Proposed Action and Follow-up	Responsibility	Timeline
<p>Recommendations #2 and #6 Further commit to equity, diversity, and inclusiveness: with emphasis on Indigenous education (rec #2); and within the EMBA (rec #6).</p>	<p>Recommendation #2: Develop a dedicated plan regarding the hire of additional indigenous faculty members.</p> <p>Initiate a broader discussion with indigenous partners about how to develop an environment where Indigenous students can be welcomed and feel supported.</p> <p>Regarding curricula across program streams:</p> <ul style="list-style-type: none"> - Consider the development of required course or learning module focused on indigenous issues. - Develop more Indigenous cases, formed through partnership and exploration of Indigenous ways of knowing and doing. <p>Recommendation #6: Identify how EDI can be further embedded in the refreshed EMBA curriculum (e.g., explicit summary of the three co-curricular workshops in program documentation).</p>	<p>Dean Program Directors</p>	<p>By September 2024</p>

<p>Recommendation #3 Undertake a PhD program benchmark review</p>	<p>As part of its continuous improvement efforts and the currently planned benchmarking review of the PhD program, consider:</p> <ul style="list-style-type: none"> - expanding student funding to the fifth year (e.g., opportunities could be created for remunerated instruction in the fifth or sixth year for PhD students). - Ensure that timing of courses works well for all students to support progression - re-engaging the approved Finance field in the PhD Program. - Ensure consistent time of onset of student's research and supervision across all fields 	<p>Program Directors</p>	<p>By September 2023</p>
<p>Recommendation #4c the program addresses students' concern that dated cases (up to 15 to 20 years old) be replaced with new cases.</p>	<ul style="list-style-type: none"> - Develop program expectations around the use of older and more recent cases that reflect gender and cultural diversity. - Develop rubrics, if not already established, around assessing class participation in these case discussions. 	<p>Program Directors Ivey Research Office</p>	<p>By September 2023</p>