

**Internal Academic Review 2004-2005**  
**School of Business**



Follow-up on these recommendations and issues will take place in the annual budget and staffing strategy meetings between the Dean of the Faculty of Arts and Science and the Vice-Principal (Academic)

**DEPARTMENT OF SOCIOLOGY**

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September 8, 2005

Dr. Patrick Deane,  
Vice-Principal (Academic),  
Queen's University,  
Kingston, ON

Dear Vice-Principal Deane,

On behalf of the members of the internal Review Team involved with the Internal Academic Review of the Queen's School of Business, I am submitting our final report.

If you have any questions about the report or wish to discuss it, or any of our

Final Report of the Internal Review Team for the  
Internal Academic Review: Queen's School of Business

September 8, 2005



Review Team members were impressed

and faculty in all programs enjoy a relatively fair share of the economic benefit that the privatized programs bring to the School. While healthy at the moment, this balance and the vagaries of market forces may cause problems in the future – something we will focus on below.

### **Points of Focus**

Like the external consultants, Review Team members were positively impressed with the School's self-study, much of the documentation it submitted, and the information gathered during the site visit. Nevertheless, aside from the overall strengths identified by the School and reinforced by the external consultants in their report, there were areas that members of the internal Review Team felt merited some discussion and consideration on the part of the Senate Internal Academic Review Committee. These "points of focus" are the research culture within the School, the maintenance of an on-going, successful balance between privatized and regular academic programs, fiscal stability, and gender equity.

#### *Research Culture*

While the external consultants commented on the research activity of the School, the internal Review Team had, prior to the receipt of the consultants' report, discussed this dimension of the School.<sup>9</sup> While there is significant overlap between our discussions and those of the consultants, the Review Team felt that, as a fundamental activity of the University, the research profile of the School merited attention from the internal Review Team.

Tension is always present in applied programs within a university setting. Universities have historically been centres of research and expanding knowledge as well as centres for higher learning. These two objectives – expanding knowledge and instruction in higher learning – should complement each other and the dynamic tension that exists between them should enhance the two, although it can also impede one or the other. Within professional programs, there is a further possible tension between "pure" research – the pursuit of new knowledge – and narrowly "applied" research – the application of existing knowledge to particular settings.

When asked directly about the research profile of the faculty members in the School of Business at Queen's, Dean Bruce was very clear that he saw a growth in the research profile of faculty members when comparing the current level of activity with the levels he noted in an earlier assessment of the School for accreditation. Professor Rivard, speaking from her perspective as an active researcher in the fields of information systems and information technology in business, indicated that the Queen's School of Business had produced a number of publications in her area which were extremely influential. Her overall impression with the research activity in her area of expertise was extremely positive. Both of these assessments bode well for the School as it raises its research activity and profile. Indeed, the School offers a number of institutional supports for

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<sup>9</sup> See Bruce and Rivard, *External Reviewer Report*, pp. 8-9.



faculty engaged in research – there is a Research Office, “a vibrant internal funding program,” support for conferences, workshops and symposia, internal awards, and a scholar-in-residence program to mentor junior faculty members.<sup>10</sup> Nevertheless, members of the internal Review team felt that the School’s research profile was neither well nor thoroughly established. Therefore, the School must remain vigilant if it is to continue to build on the momentum it has developed.

To demonstrate the issues of research culture that members of the Review Team discussed, one only need turn to the School’s scholarly productivity. In “Appendix E: Research,” the School notes that “[d]uring the last five years, over 70 percent of the full-time faculty have published journal articles, for an average of 4.8 journal articles per faculty member.” It notes that “[o]ver 60 percent of the other 25-plus percent of the

*Program Breadth; Program Balance*<sup>13</sup>

The School of Business offers an impressive array of academic programs ranging from three day (e.g. Fundamentals of Governance), week long (e.g. Corporate Social Responsibility Program, Leadership Program, or Finance for the Non-Financial Manager) and custom programs, to the well established BCom, MBA, EMBA, MBA for Science and Technology, and the Accelerated MBA programs, as well as graduate programs in management (MSc and PhD in Management). On the basis of all the materials the internal Review Team had to review, its discussions with various representatives of the School during the site visits and its own internal deliberations, three points of focus emerged regarding the breadth and array of programs offered by the School of Business.

First, the programs offered are indeed impressive and the reputation of the different programs even more striking. The School of Business, as its own self-study indicates and the external consultants echoed, enjoys an outstanding reputation nationally and internationally. A key strength, it seems to the internal Review Team, has been the School's ability to find the niche markets for which it can deliver solid programs. The School's success has its consequences – many are very positive but two could be troublesome.

Second, the School has become increasingly dependent upon its privatized programs for the resources that support the entire School (even if they simply exist as an important supplement to the Faculty's share of the operating grant and other monies the University receives from the Ontario Government). Dean Saunders indicates that more than 80 percent of the School's operating budget comes from private programs.<sup>14</sup> To maintain its position in privatized business education, the School will have to continue to successfully respond to changes in the market, which the School appears to be doing. Total enrolment in the EMBA program has dropped from a high of 474 in 2001-02 to a low of 322 in 2004-05. To find a new niche market program, the School appears to have introduced the AMBA which has regained some of the declining enrolments in the EMBA program. The MBAs program numbers seem to fluctuate but may begin to decline as that niche market has been satisfied. The enrolment shortfall seems to have been recovered in the PhD program. While it is impossible for the internal Review Team to fully examine enrolment and program decisions made by the School, Table 1 below, based on Table 1 in the School's self-study, shows that although the total student enrolment in the School has been increasing – suggesting increasing revenues – those increases have come primarily from the undergraduate program and the MSc/PhD programs; the various privatized programs have shown an overall decline in enrolment.

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<sup>13</sup> Once again, the internal Review Team and the external consultants both, independently of each other, focused on program balance as a potential problem for the School (see Bruce and Rivard, *External Reviewer Report*, pp. 9-10). The framing of the problem was different within the internal Review Team and merits presentation despite any overlap with the external consultants.

<sup>14</sup> David Saunders, "Internal Academic Review – External Consultants' Report," memo to Suzanne Fortier, V-P (Academic), May 12, 2005.



*Gender Equity*

- School of Business, it is recommended that the School set higher expectations of research productivity and monitor those targets. The research objectives in the School's *Strategic Framework* indicate strong support for the enhancement of the currently existing research culture. Moreover, increasing research productivity will help to establish the School's contribution to the University's research mission.
2. The School should be clearer about what counts as research and it needs to improve the ways in which it presents its research accomplishments to the University as a whole. This would require greater consistency between the way the School classifies and categorizes research with that of the rest of the University. For internal purposes, researchers would benefit from a set of clearer expectations.
  3. Maintaining the delicate balance of resource distribution among programs with high expectations is one of the most significant challenges faced by the School. It is recommended that the School continue to consciously focus upon the delicate, and numerous balance points upon which its current success rests. In striking this balance it is important that all programs benefit from the best teaching faculty in the School.
  4. In the area of gender equity, it is recommended that the School carefully consider ways and means by which it can increase the participation of women in their graduate programs and among full-time faculty. It is recommended that the recruitment of more women to the School become part of its future strategic planning. While issues of gender equity were most apparent to the Review Committee, other aspects of the University's equity policy should not be overlooked.

**Appendix A**

**Internal Academic Review – Queen’s School of Business  
External Consultants’ Site Visit  
April 4 and 5, 2005**

*External Consultants: Dean Greg Bruce, La Salle University  
Dr. Suzanne Rivard, HEC Montreal*

<b>Time / Review Team Member(s) in Attendance</b>	<b>Details for Monday, April 4, 2005</b>	<b>Location</b>
8:00–8:30 am	Student picks up Consultants at hotel (Lisa Hendry, contact at QEDC)	Hochelaga Inn
8:30–9:00 am Sergio Sismondo	Tour of Goodes Hall Catherine Purcell Senior Development Officer	Goodes Hall
9:00- 10:00 am	David Saunders Dean, School of Business	Room 402B Goodes Hall
10:00-10:40 am Keith Banting	Julian Barling Associate Dean, Research	Room 402B Goodes Hall
10:40-11:00 am	<b>BREAK</b>	
11:00-11:30 am Rob Beamish	Brent Gallupe Associate Dean, Faculty	Room 402B Goodes Hall
11:30-12:00 pm Charles Sumbler	David Edwards Director, Business Career Centre	Room 402B Goodes Hall
12:00-1:00 pm Kathy Arney Sergio Sismondo	<b>LUNCH</b> with QSB Alumni	Room 402B Goodes Hall
1:00-2:00 pm Susan Lederman Muhammad Arshad	Staff group meeting	Room 402B Goodes Hall
2:15-2:30 pm	<b>BREAK</b>	
2:30-3:00 pm Susan Lederman Rob Beamish	Gloria Saccon Director, Office of the Dean Coordinator of IAR	Room 402B Goodes Hall
3:00-4:00 pm Kathy Arney Rob Beamish Charles Sumbler	Dean’s Executive Committee	Room 402B Goodes Hall

4:00 - 5:00 pm

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<i><b>Time/Review Team Member(s) in Attendance</b></i>	<i><b>Details for Tuesday, April 5, 2005</b></i>	<i><b>Location</b></i>
<i>8:00-8:30 am</i>	<i>Student picks up Consultants at Hotel</i>	<i>Hochelaga Inn</i>
<i>8:30-9:30 am Kathy Arney Sergio Sismondo</i>	<i>Bill Blake, Associate Dean, MBA Programs Roger Wright, Director, Executive MBA, Jeff McGill, Director, MBAs Shannon Goodspeed, Associate Director, MBAs Michael Darling, Director, AMBA</i>	<i>Room 402B Goodes Hall</i>
<i>9:30-10:00 am Charles Sumbler Rob Beamish</i>	<i>Peter Kissick, Director Commerce Program</i>	