

ACTION PLAN IN RESPONSE TO THE ACADEMIC UNIT PLANNING PROCESS OF THE GRENFELL CAMPUS BUSINESS PROGRAM

Introduction

During the time of our Academic Unit Planning Process, Grenfell Business was proposing major revisions to its academic program. The AUP process allowed us to have our new program ideas vetted and confirmed. As many of the recommendations were already in progress, the timelines presented below may appear ambitious. We have included the one year update as much of the work has already been completed.

With respect to the panel's report, the Grenfell Business faculty members were generally pleased with the recommendations and the thoughtfulness of the report. We do feel that many of the recommendations were outside our direct control and rest with Senior Administration here at Grenfell.

Actions and Status of Recommendations

Recommendation 1:	
<i>The Business program should initiate a planning process that engages faculty, students, and relevant University staff to develop explicit Grenfell Campus Business program objectives. As part of this process, the Panel recommends developing a Grenfell Campus Business program brand that reflects the program's objectives, including taking into account the expected increases in international transfer agreements and in international student enrollment in the future.</i>	
Action Plan:	<i>Develop Grenfell Campus Business program objectives, including program brand</i>
Timeline to complete:	<i>April 2015; brand development through 2016</i>
Responsible person(s):	<i>Business program faculty, led by Chair</i>
One Year update:	<i>April 2016: Program objectives developed as part of 2015 program redevelopment. Worked with Grenfell MARCOMM to develop program brand; unable to develop specific visual identity for program due to University branding guidelines. Worked with Grenfell Business Society (GBS) to develop visual identity for student society.</i>
Three year update:	<i>December 2017:</i>

Recommendation 2:	
<i>The Business program should enhance the performance of its teaching function by taking control of the provision of distance learning for its own students.</i>	
Action Plan:	<i>Develop strategy to roll-out online programming for Grenfell Business courses.</i>
Timeline to complete:	<i>May 2015</i>
Responsible person(s):	<i>Business program faculty, led by Chair</i>
One Year update:	<i>April 2016: Strategy developed in conjunction with DELTS, 2-year plan to ensure online delivery of courses in support of articulation agreement requirements. Course development currently ongoing with first course offering online in Spring 2016.</i>

Three year update:	<i>December 2017:</i>
Recommendation 3:	
<i>The Business Program should begin a long term restructuring of the curriculum to include opportunities for each BBA student to specialize in traditional business disciplines.</i>	
Action Plan:	<i>Restructure curriculum to phase out existing concentrations and consider reduction in the number of core business courses.</i>
Timeline to complete:	<i>May 2015</i>
Responsible person(s):	<i>Business program faculty, led by Chair</i>
One Year update:	<i>April 2016: Curriculum restructured and approved by Senate, May 2015. Concentrations removed and number of core business courses reduced; new business electives developed in all functional areas.</i>
Three year update:	<i>December 2017</i>

Recommendation 4:	
<i>The Business program should make it a priority to implement an appropriate experiential learning opportunity as a formal part of its BBA program.</i>	
Action Plan:	<i>Review experiential learning opportunities offered in Business programs in other Canadian universities; develop and implement appropriate model at Grenfell Campus.</i>
Timeline to complete:	<i>April 2015</i>
Responsible person(s):	<i>Program Chair</i>
One Year update:	<i>April 2016: Survey of experiential learning models completed; courses developed and approved by Senate, May 2015. One course offered each term since Fall 2015.</i>
Three year update:	<i>December 2017:</i>

Recommendation 5:	
<i>The Business program should engage the Academic Council of Grenfell Campus in a discussion concerning the revision of the breadth requirements of the Grenfell Core as they apply to students in the BBA program.</i>	
Action Plan:	<i>Request that Grenfell Business be exempt from the current Grenfell Core. Issue will be sent to Academic Council for approval.</i>
Timeline to complete:	<i>March 2015</i>
Responsible person(s):	<i>Program Chair</i>

One Year update:	<i>As part of its revised Business Program, Grenfell Business is exempt from the Grenfell Core. This modification has been approved by Senate, May 2015 as part of the proposed changes to the Business program.</i>
Three year update:	<i>December 2017:</i>
Recommendation 6, 7 and 19: (Recommendations grouped together because all include staffing requests.)	
<i>6. In the short term the University should create a sixth full time faculty position in the unit to be filled with a PhD in Finance.</i>	
<i>7. Recruitment initiatives to expand enrollment in the BBA program in large increments to current levels should be undertaken only after additions are made to the faculty complement to allow the unit to maintain the current quality of its teaching.</i>	
<i>19. The Business program should receive the addition of at least one administrative staff member.</i>	
Action Plan:	<i>Continue to lobby administration for additional faculty and staff resources.</i>
Timeline to complete:	<i>Immediate and ongoing</i>
Responsible person(s):	<i>Program Chair</i>
One Year update:	<i>Possibility of an 8 month term teaching contract in 2017.</i>
Three year update:	<i>December 2017:</i>

Recommendation 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18: (All recommendations relate to increasing research activity in the Business program.)	
<i>8. Business faculty should map out a plan to improve the number of peer review publications.</i>	
<i>9. Business faculty should find innovative ways to link their community engagement activities to their development or further enhancement of their research agendas.</i>	
<i>10. The Business program, with support of the Grenfell AVPs Academic and Research, should bring in senior scholars to mentor faculty (appointments or visiting faculty). In addition, faculty should be sent for short-term assignments to work with senior scholars.</i>	
<i>11. In consultation with Grenfell's AVP Research, the Business faculty should develop long-term research agendas that align with the University's mission.</i>	
<i>12. The Chair of the Business program should work with AVPs to create ways to provide support for faculty members in contractual positions to pursue doctoral studies.</i>	
<i>13. The Business program should work with Grenfell's AVP Research to create a multi-year funding program to assist faculty who are developing research programs.</i>	
<i>14. The Business faculty should work with Grenfell's AVP Research to build a plan to raise funding for focused areas of study.</i>	
<i>15. More Business faculty should be involved in grant writing to bring external funding to the Business program.</i>	
<i>16. The Business program should work with Grenfell's AVP Research to establish a grant facilitator dedicated to business related research.</i>	
<i>17. The Business faculty should increase their participation in national and international conferences.</i>	
<i>18. The Business faculty should make a concerted effort to more effectively document how they are meeting P&T</i>	

<i>criteria through their community engagement activities.</i>	
Action Plan:	<i>Develop strategy to increase research output and address the recommendations of the Review Committee; first step includes meeting with Division Head and AVP Research.</i>
Timeline to complete:	<i>Meeting August 2015, Strategy August 2016</i>
Responsible person(s):	<i>Business program faculty, lead by Program Chair</i>
One Year update:	<p><i>Met with Head and AVPR and AVPA. Discussed strategies and possible resources that could be allocated. Main issues include 5 faculty teaching full time to fulfill teaching requirements; 3 faculty members currently enrolled in and completing PhD programs; one faculty member undertaking bulk of administrative responsibilities. Progress is ongoing:</i></p> <p><i>Faculty attending more conferences.</i></p> <ul style="list-style-type: none"> - <i>Faculty met with colleagues on St. John's campus to discuss P&T and publishing issues.</i> - <i>Faculty and AVP Academic have agreed on P&T requirements while completing PhDs.</i> - <i>Faculty members have developed research agendas.</i> - <i>Head reviewing all CVs to find ways to assist faculty in highlighting engagement as scholarly activity. Discussions with faculty ongoing.</i> - <i>AVP (Research) looking for resources to fund seed proposal development.</i>
Three year update:	<i>December 2017:</i>
Recommendation 20:	
<i>The Business program should engage other faculty within Grenfell Campus to explore opportunities for synergies. These opportunities include cross-listed courses, utilizing professors from other programs to teach courses in the business program and developing joint programs.</i>	
Action Plan:	<i>Meet with other members of Grenfell Faculty to discuss synergies</i>
Timeline to complete:	<i>December 2015; ongoing</i>
Responsible person(s):	<i>Business program faculty, led by Program Chair</i>
One Year update:	<i>Business faculty continue to meet with other faculty from areas such as Economics, Psychology, Math, Tourism and Fine Arts; Plans are ongoing for teaching and joint programs at the undergraduate and graduate level in these areas.</i>
Three year update:	<i>December 2017:</i>

Recommendation 21:	
<i>The Business program should work with Grenfell's AVP Administration and Finance to develop a facilities assessment and plan for the program.</i>	
Action Plan:	<i>Given the lack of resources and space available at Grenfell Campus, any action on this</i>

	<i>recommendation will be deferred. Grenfell Business moved into a new building 4 years ago. Faculty content with current allocation of space for now. Future discussions will involve dedicated computer lab space and student meeting space. As the program grows, we will continue to assess our physical resource needs.</i>
Timeline to complete:	<i>Deferred</i>
Responsible person(s):	<i>Program Chair</i>
One Year update:	<i>Deferred</i>
Three year update:	<i>December 2017:</i>