Three-Year Academic Plan
Faculty of Business Administration


October 10, 2006
1. **Executive Summary**

The Faculty of Business Administration (FBA) plans to strengthen its research profile and teaching programs over the next three years. To focus our initiatives the FBA has started the process of developing a research strategy. Our objective is to increase productivity, capacity, and external visibility of research. It is important that the specific criteria by which we define “research excellence” be clearly identified so that TPC decisions, rewards, and incentives are coordinated in support of our goal. We aspire to achieve a top ten ranking in Canada.

Several new teaching programs will be developed. These include a new MBA program to replace the Specialist MBA Program that was cancelled in 2005; a Master’s of Financial Risk Management program to replace the MA Special Arrangements in Financial Risk Management; and a BBA dual degree program in Technology Entrepreneurship with Zhejiang University. We also will continue to enhance our international activities by providing infrastructure support.

The Faculty will also continue to focus on (and invest in) providing a very high standard of student services to attract new students and to serve as a point of differentiation. These activities include teaching enhancement, student affairs, and career management services. This investment is necessary to provide competitive advantage in light of the rapidly changing environment for business education.

To meet its current teaching commitments in Burnaby, Surrey and the Segal Graduate School of Business, the Faculty tenure-track complement must grow from its current 74 CFL positions to 91 positions by 2010. In addition 9 CFL positions will be replaced due to faculty retirements during this period. Additional growth in graduate programs at Segal (e.g. 2nd cohorts of the new MBA Program and Risk Management Program) could bring the Faculty CFL complement to approximately 100 by 2010.

The Faculty is in the early stages of seeking EQUIS accreditation. This is the major European accrediting body for Business Schools and if achieved it will represent a large step forward for the FBA in its commitment to becoming an internationally ranked Business School. Our primary competitors in the BC market already have achieved this accreditation (in the case of UBC) or are in the process of doing so (in the case of UVic).

Increased funding resulting from tuition increases over the past four years will enable us to move forward aggressively on our mandate. We have been able to provide a much higher level of support for research activities. Our capacity to attract and retain scholars of the highest caliber and to ensure that they are properly funded to execute their research mission is markedly increased. In addition, we have been able to make significant investments in student services, particularly career management services, to ensure that Business students have the best possible experience during their programs and receive a high level of professional development.

Most of our new activities will be funded from internal sources. However, the FBA is seeking new initiative money for the MBA Program and the BBA Zhejiang Program. We are holding money in reserve to cover projects in the event that WAFTE funds are not available. If the proposed new MBA Program and FRM Program are successful we plan to add additional cohorts. In this event, we will request 8 new CFL positions.
2. **Faculty Core Activities**

**Research**
- Centre for Corporate Governance and Risk Management
- Centre for Strategic Change and Performance Measurement
- CRC Chair, Ming and Stella Wong Chair, Weyerhauser Chair, Innovation Professorship, Executive MBA Professorship, North American Business Studies Professorship, University Professorship

**Faculty Development and Support**
- Grants Facilitator
- Teaching Enhancement Specialist
- Research Director and Committee
- Teaching Effectiveness Director and Committee
- Research awards (senior and junior scholars)
- TD Canada Trust Teaching Awards

**Undergraduate Business Education**
- BBA degree
- Services courses in Strategy, Law, Communications
- Sectoral concentrations at Surrey in Management and Technology and Entrepreneurship
- International exchanges
- Summer programs
- Field schools

**Graduate Business Education - Segal Graduate School of Business**
- PhD Program
- Executive MBA Program
- Management of Technology MBA Program
- Global Asset and Wealth Management MBA Program
- Graduate Diploma in Business Administration (online program)
- MA Special Arrangements Financial Risk Management Program

**Learning Strategies Group**
- Executive education open enrollment programs (non-credit): Executive Management Development Program; CMA Leadership Program, Directors’ Program
- Closed enrollment executive education programs and consulting for private clients (non-credit)
- Closed enrollment Graduate Diploma in Business Administration and Executive MBA cohorts for private clients
3. Planning Assumptions

The key assumptions in developing this plan are:

- Demand for undergraduate business education will remain stable
- Demand for EMBA, GAWM, and MOT programs will remain stable
- There is unfilled demand for MBA and FRM programs
- Demand for the GDBA program will decline slightly

Undergraduate Enrollments

The Faculty of Business Administration continues to receive more applications at the undergraduate level than it has space or resources to educate. Our admission average of 85% is the highest in the University. Even at that high level we exceed the targets set by SCEMP. Although our ability to attract students to Surrey has been a challenge, it has been improving. In
2006, we established a coordinator at Surrey who is working with the Surrey recruitment team to attract qualified students to Surrey. She is also working with our current BBA majors and the students in TechOne, Explorations and Science 1, building school spirit and making students aware of the opportunities available in Business@Surrey.

Over the next three years, we intend to keep our admission average at 85%. This admission average and our recruiting strategies have enabled us to compete effectively with UBC for the best students. By 2009/10, we plan to have about 400 Business FTEs generated at the Surrey campus. By that time we will have had our full four-year BBA program operational for two full years. Our strategy, which we intend to continue, is to allow Business students from either Burnaby or Surrey to attend courses offered on both campuses.

<table>
<thead>
<tr>
<th>BBA Program:</th>
<th>07/08</th>
<th>08/09</th>
<th>09/10</th>
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<tr>
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<tr>
<td>Surrey</td>
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<td>250</td>
<td>368</td>
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<tr>
<td>International</td>
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**Graduate Enrollments**

The market for graduate students in professional programs is very competitive. In the last three years we saw our enrolment levels in several of our graduate programs decline. By fall 2006, we were back to previous levels in most of our programs. We have hired a graduate student recruiter who will be implementing a recruitment strategy to provide the number of students that enable our programs to operate effectively. In addition, we plan to introduce a new MBA Program in 2007/8.

We began the four-year Doctoral Program in 2004, with a target to have 20 students in the program by 2008. Our plan was an intake of 5 or 6 each year. We currently have 18 students and have already graduated one student out of the program. Over the next three years we will continue with our plan to admit approximately 5 new students per year.

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<tr>
<th>Graduate Programs:</th>
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<th>08/09</th>
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<tr>
<td>GAWM</td>
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<td>15</td>
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<td>MOT</td>
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<td>FRM</td>
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<tr>
<td>GDBA</td>
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<td>80</td>
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</tr>
</tbody>
</table>
4. SWOT Analysis

Strengths

- Enhanced research productivity; have made appearance on some rankings
- Success in hiring young productive scholars in MOS, International Business, and Marketing areas
- AACSB accredited school
- New programs that are consistent with market demand
- Premium program revenue
- Strong student services focus
- Professional program operations team

Weaknesses

- Inability to recruit faculty in key areas
- Insufficient research support (i.e. chairs, professorships)
- Lack of scholarship/fellowship support
- Lack of professional recruiters at graduate level
- Non-cohesive faculty culture
- Lack of space to accommodate growth in programs and faculty

Opportunities

- Unfilled demand for (general) MBA education
- Risk management sector is growing, creating demand for trained professionals
- Differentiation opportunities in student services (e.g. career management, student activities)
- Differentiation opportunities provided by the Segal Graduate School
- Surrey campus and differentiated programs to service untapped undergraduate demand

Threats

- Deregulation of business education by the Provincial government
- New competitors entering market both face-to-face and distance
- Re-location of UBC graduate programs to Vancouver and formation of a dedicated graduate school
- Strategic initiatives by UBC to enhance executive education
- Difficulty in hiring and retaining faculty in certain disciplines
- Change in Key Success Factors for graduate business programs
5. **Planning Objectives for the Period 2007 – 2010**

The objectives for the next three years fall into three broad categories: **research, program development; and student services**. The specific objectives that the FBA will pursue during the period 2007 – 2010 are given below:

1. Develop and implement a research strategy for the Faculty
2. Develop and implement a new MBA program
3. Develop and implement a Master of Financial Risk Management Program
4. Develop and implement a joint BBA degree with Zhejiang University
5. Enhance international activities
6. Enhance Student Services for undergraduate and graduate programs.
7. Complete the process for EQUIS accreditation

### 5.1 Develop and Implement a Research Strategy

Each 3-year plan since 1998 has noted the need to continuously improve research. The Faculty has made considerable progress with respect to achieving the goal and it remains our primary goal for the next three-years 2007 – 2010. An external review of the Faculty was completed in the spring of 2006. The Report recommended that the FBA continue to strengthen research productivity across all areas of the faculty and to maintain the momentum achieved to date. In accordance with that recommendation, the primary objective for the FBA is to strengthen research productivity, capacity, and external visibility over the next three years.

The FBA Research Committee’s mission is to promote excellence in research at SFU Business. It is the Faculty’s intention to be very proactive by developing a comprehensive research strategy to focus research activity in the FBA. The strategy development process entails dealing with such issues as:

- Define what we mean by “excellence” in the context of the Business disciplines
- Decide on the focus of research in the various disciplines
- Identify explicit objectives to be achieved; e.g. rankings, numbers of publications, types of publications, publication outlets, citations, quality of publications vs. quantity of publications, etc.
- Develop specific metrics to measure progress. These metrics will be reflected in TPC decisions
- Identify tactics to help us achieve the objectives and implement the strategy; e.g. incentives, faculty support, etc.
The strategy development process already is underway and the first faculty-wide consultations have taken place.

During the past year (2005 – 2006) the Research Committee has made significant progress in promoting and developing research productivity. Specific initiatives include:

- Creating a Research Website that includes a password-protected area for faculty to access information on grants and other research funding.
- Establishing a Database of Faculty Publications
- Creating a New Research Initiatives Fund ($81,000 distributed in the last year)
- Establishing Relationships with Faculty Research Centres so that efforts in various parts of the Faculty are being tracked and coordinated
- Creating research awards including an open award and new scholar awards
- Sponsoring faculty media training

Our aspiration as a Faculty is to achieve a top ten research ranking among Canadian Business Schools by 2010. We believe that a very focused strategy will enable us to achieve this.

The Role of Recruiting

Recruiting is perhaps the most critical lever for improving research quality and productivity. The FBA has hired 35 new faculty members over the past 6 years (almost half of our faculty complement) and we are seeing the results in increased research success from these hires. The Faculty currently has 74 continuing faculty positions. As of fall 2006, we have 17 unfilled positions. As well, between fall 2007 and fall 2010, nine additional positions will become vacant assuming that faculty decide to leave SFU at the age of 65. Our faculty recruitment plan is as follows:

- 2006/07 – recruit for 10 of those positions
- 2007/08 - recruit for 8 of these positions
- 2008/09 – recruit for 4 of the positions
- 2009/10 – recruit for the remainder

This is a very ambitious target and we recognize that likely we will not be successful in meeting our recruitment targets each year. We face a very competitive market and a shortage of qualified faculty in disciplines like accounting and finance. Any unfilled positions will roll forward to the following year. In the past few years, we have lost some of our continuing faculty to other institutions and due to changes in career paths. We will be recruiting for any of the positions that are lost in this way. We expect that outstanding faculty will continue to be the target of recruiting initiatives from other schools. In the past three years we have hired between 5 and 8 continuing faculty per year. We recognize that this succession plan will tax our faculty and staff resources.

The FBA Appointments Committee has articulated the objective of hiring new faculty members who have both the potential and demonstrated ability to contribute to the research output of the Faculty. For the past two recruiting years, the Appointments Committee has followed a strategy of seeking candidates who already have established a track record rather than candidates who are
untested ABDs (and who likely would need a number of years to become productive members of the FBA). Our recruiting strategy will continue to focus on individuals who:

1. have completed their Ph.D.s or are near completion,
2. have published research papers in quality journals,
3. have a demonstrated stream of research as evidenced by working papers and papers submitted to journals
4. have demonstrated teaching ability

It is anticipated that this strategy will contribute to improving the research output of the Faculty of Business Administration in the coming years. If the Faculty is to achieve success, there must be convergence between the research and teaching missions. For this reason, we have attempted to seek individuals that can contribute effectively to both research and teaching.

We also plan to build research capacity and productivity through dedicated research centres. Two new $1 million research Centres have been established through fundraising for the Segal Graduate School; these are the Centre for Strategic Change and Performance Measurement; and the Centre for Corporate Governance and Risk Management. A proposal will go before SCUP in fall 2006 for an internally funded Centre for Studies in Global Asset and Wealth Management. Our fundraising initiatives also are focussed on establishing two additional research Centres.

PhD students also are subsidized with travel & conference grants. We intend to fund a minimum of one conference/year for each PhD student who is in good standing in the program.

**Resource Implications**

Infrastructure investment is required to more fully support research activities in the Faculty. We plan on adding two CUPE support positions – one to support the activities of the Research Director and Committee; and a second position to provide support to faculty members located at Segal. Estimated continuing costs: $100,000/year. This will be funded internally.

The FBA will implement a third research Centre at Segal during 07/08. Cost will be $500,000. This will be funded internally.
5.2 New MBA Program

The Specialist MBA Program was cancelled in the summer of 2005. Enrollments had been declining for a number years. In large part, the original program was supply driven and this was acceptable when the market was buoyant. However, the market for MBA programs has become extremely competitive over the past five years. There are many new entrants from B.C.-based institutions (both private and publicly-funded) and from large eastern Canadian schools that are aggressively recruiting in the province. In addition, technology has enabled distance competitors to offer online programs.

There is a significant range of programs varying in price and features. Each school has attempted to define a distinctive niche for its programs. The FBA has successfully positioned itself by following a niche strategy of offering industry-focused MBA programs in the Technology sector and the Financial Services Sector. However, it is necessary for the FBA to develop a general MBA program if we are to be perceived as providing a full portfolio of graduate programs. The market for these specialized programs is relatively limited, and while we have been successful with this strategy, we limit our potential growth in doing so. In addition, all of our competitors offer a general MBA and by its omission, we suffer competitively.

In addition, one of our objectives is to become a ranked business school. Since most recognized ranking systems include only general MBA programs and Executive MBA programs, we limit our ability to achieve this objective by the absence of a general MBA program. Our market data also indicate strong demand for such a program and implementation will fill a “hole” in our portfolio of programs.

It is our intention to move very quickly to take a proposal forward for a new MBA program. Our hope is to start a new program with a cohort of 40 students by January 2008 latest. If we are successfully in implementing this, a second cohort of 40 students will start in September 2008.

Resource Implications

We have the faculty resources to implement the first 40-person cohort; these were freed-up due to cancellation of the Specialist MBA program. However, if we are successful and decide to add a 2nd 40-person cohort in 08/09, likely four additional CFL positions will be required.

We estimate that approximately $200,000 will be required to start the program; this includes marketing expenditures and an APSA-level internship coordinator. We are requesting new initiative funding for this program. The FBA plans to fund the MBA program with premium revenues after the initial start-up period.
5.3 Master of Financial Risk Management Program

In Fall 2003 we launched the Global Asset and Wealth Management (GAWM) MBA, as it became clear that there was strong support from the financial services industry for such a program. During the last planning period we launched a sister program in Risk Management in order to provide courses with a broader view of risk (insurance, business/strategic risk, non-financial (e.g. political) risk, etc. that would complement the Wealth Management stream. In addition, we sought programming that would complement research from the Centre for Corporate Governance and Risk Management.

A MA Special Arrangements in Financial Risk Management was approved and implemented in September 2005. We plan to replace the Special Arrangements MA with a Master’s of Financial Risk Management Program. This will be a new degree designation for which we must seek Ministry approval. For the most part the degree will be very similar to the existing Special Arrangements Program. However, we will fine-tune the curriculum and enhance the professional development components of the program.

Resource Implications

No new resources required for the first cohort of the program.

5.4 BBA Joint Degree with Zhejiang University

The FBA and Zhejiang University (ZU) intend jointly to develop a plan for a dual degree program that would be delivered partly at SFU and partly at ZU. The educational objective of this program is to prepare graduates with a rigorous business education in the context of the language, social, and cultural environments in both counties. This will enable students to succeed in contributing to an internationalized world. This initiative is designed to enhance the Undergraduate Program and the Faculty’s international activities.

The program will feature:

- optional participation in SFU’s co-op program
- concentration in Entrepreneurship and/or Management and Technology
- participation in the Ken Spencer New Venture Planning competition
- access to the FBA’s student services
- industry interaction

A LOI has been generated but the MOU has yet to be signed. Our objective is to have the first intake of 30 students in September 2007.

Resource Implications

Projected expenditures for the program are $350,000 in 2007/8; $325,00 in 2008/9; and $350,000 in 2009/10. We are requesting new initiative funding for this program.
5.5 Enhance International Activities

Our goal is to enhance the support for international activities in the Faculty and to increase the proportion of students participating in international exchanges, field schools, and internships between 2007 – 2010.

The International Activities Committee

The Faculty maintains a standing committee whose mandate is to investigate, develop and promote activities in the FBA with a view to improving the internationalization of the FBA. The committee is comprised of a Chair, faculty members, and relevant staff members. This committee meets twice a semester and offers suggestions, advice and support for faculty, staff and students interested in or engaged in international activities.

International Exchanges

SFU allows BBA students to study for up to two semesters at an international university while paying SFU tuition and receiving SFU course credits. In 2003, the FBA initiated a program whereby they sought out high profile institutions offering quality business programs to enter into agreements to become preferred partners for the purpose of promoting exchanges between students in their respective business programs. Upon their return, SFU students who have participated in an exchange at one of the FBA’s preferred exchange partners are eligible to receive an exchange award of up to $1,000 through the Student Affairs Office. We plan on adding partner institutions. In addition we have implemented the position of Student Exchange Coordinator, which we will continue to fund over the planning period.

The IAC conducted an analysis of student exchange activities for the past four academic years (2001/02 to 2004/05) using the number of semester-exchange, as a basis. The Faculty has been very successful over this period as evidenced by the increasing number of business SFU students going on exchanges. In academic year 2004/05, business students accounted for 39% of all SFU students going on exchanges and for 25% of students coming to SFU on exchanges. The IAC has set a goal to increase the number of outgoing business SFU exchange students.

We continue to have difficulty meeting exchange obligations at the graduate level. The Faculty does not have a general MBA program to accommodate the needs of incoming students. In the short term we will mount special courses for exchange students. Longer term, implementation of a new MBA program will provide access to exchange students.

Summer programs

In addition to the regular exchange programs, several of the faculty’s preferred partner business schools offer intensive summer programs available to students from SFU. These programs offer up to nine credits of instruction and the many of the courses offered are eligible for transfer credit to SFU. We will continue to encourage students to participate in these.
Field schools

At the current time, the undergraduate program is not offering outgoing field schools for its students. The IAC is currently investigating the possibility of running a rotating set of field schools each summer in conjunction with selected preferred partner business schools. The first year’s field school would occur in Europe, the second in South or Central America and the third in Asia or the Indian Subcontinent. The field schools would then continue on a rotating basis. These field schools would offer up to nine credits and would occur over an approximate eight-week period.

Program for Incoming Exchange Students

Beginning in the fall semester of 2005 a comprehensive program was implemented by the undergraduate office to support incoming exchange students in the FBA. Extending a warm welcome and providing significant support for incoming exchange students serve two equally important purposes. Firstly, incoming exchange students who have a positive experience at SFU will help promote SFU as an exchange destination to students at their home university. Secondly, SFU students who see visiting exchange students having a positive experience will be more likely to embark on an international exchange themselves.

The program for incoming exchange students consists of welcome emails from the Executive Director and the pre-arrival assignment of an SFU student mentor to help with orientation and integration. Welcome events such as the Exchange BBQ and the Exchange pub were designed to help exchange students meet and get to know their fellow exchange students, SFU student mentors, staff and faculty and the student body in general. Faculty sponsored events and activities continue throughout the semester. Assistance is also provided through the Student Affairs Office for students who wish to plan excursions or events on their own. We will continue funding this program over the 3-year planning period.

Incoming Field Schools

In academic year 2004/05, our faculty became the North American field school of BI Norwegian School of Management. In the fall semester 2005, our faculty started to host an annual year-long field school, whereby Norwegian students, enrolled in BI’s Bachelor of International Marketing program, take 25 credits at SFU as international students over a three-semester period and are integrated into regular classes, primarily in the marketing area. For the 2005/2006 academic year there are 15 BI students enrolled in this program in the Faculty of Business Administration. We anticipate this will continue over the next 3-year period.

In July 2005, twenty-three undergraduates from Bocconi University in Milan, Italy attended a three-week field school at SFU where, together with seven SFU students, they completed an intensive version of BUS 419 (Advanced Derivative Securities). The course was team taught by an SFU professor and a professor from Bocconi. As part of the expanded field school program the students participated in three corporate site visits and attended three guest lectures on the Canadian economy, Canadian culture and Canadian politics.

The Faculty of Business Administration hosted a welcome dinner, city and campus tours and an
end of program boat cruise. The Bocconi students stayed in residence town houses and arranged their own weekend excursions to Whistler and Victoria. The program concluded successfully with positive reviews from both the students and the Bocconi administration. In 2006, another undergraduate field school came from Bocconi. This time they studied an international business course. They were joined by a graduate-level group from Bocconi. Our Learning Strategies Group developed a program for them.

Negotiations are currently under way with respect to another incoming field school in the summer of 2007, and we expect the number of field schools hosted by the Faculty will increase over the planning period.

**Resource Implications**

The Faculty will continue to fund international activities internally or through cost recovery from institutions that we host.

**5.6 Student Services**

It is a primary goal of the FBA that our students receive a high level of services during their programs and that they enjoy an outstanding student experience. Student services have become a point of competitive differentiation for the Faculty. We focus on two major categories of student services: the Student Affairs Office and The Career Management Centre. For the 2007 – 2010 planning period the FBA will continue to invest in these activities to enhance the services we offer to undergraduate and graduate students.

**Student Affairs Office**

In 2004, the undergraduate program instituted a Student Affairs Office (SAO) manned by a single Student Affairs Officer. In order to accommodate the increasing activity levels, the SAO has grown to include a Student Affairs Administrator and the continuing co-op position of Project Manager. The goal of the Student Affairs Office is to enrich the experiences of undergraduate students and foster strong relationships between undergraduate students, their organizations and clubs, the Faculty, the Alumni Association, the University and the community at large.

The SAO develops, manages and administers a variety of undergraduate student programs and events for prospective and registered students. The SAO staff coordinates and mentors undergraduate student participation in external and internal business related competitions and conferences. In addition to the developing of short and long term strategic planning for undergraduate program activities, the staff in the SAO champions the events and obtains buy-in, support and resources from faculty, management and sponsors while facilitating the recruitment and training of student ambassadors for these activities.

The SAO staff provides mentoring, guidance and support to Business Administration undergraduate student groups and advises students on a wide range of student affair related activities. There is a strong marketing component to the role, requiring active participation in the
planning and development of publications, marketing, promotions and media related initiatives. Assistance is provided to the undergraduate program by administering the undergraduate business scholarship and awards program, participating in the evaluation and assessment of the undergraduate program, preparation of an annual report on activities related to student affairs.

Following is a summary of the primary activities in which the SAO is involved;

**Clubs**

One of the primary roles of the SAO is to promote student involvement by supporting student clubs and associations. The Undergraduate program promotes involvement in events and activities as a way to add value to the degree and enhance the overall student experience. There are business clubs for each area of academic concentration as well as a number of specialized areas. Business clubs and associations allow students to meet and interact with people who have similar interests by organizing projects and events, host events with industry experts, gain experience in project work and team building and to participate in social events. Students also benefit by being able to draw upon the members as a resource for their studies or educational experiences. The SAO supported fourteen student clubs in the 2006/2007 academic year. It is the Faculty’s intent to support and expand these activities between 2007 and 2010.

**Dean’s Honor Roll**

Once each year the FBA Undergraduate Office and the Student Affairs Office organizes the Dean’s Honour Roll Reception. This is a major event honoring students who have achieved a high level of academic performance. Students, family, faculty and staff are invited to the event and students are recognized for their academic achievements by the faculty. The event is also an opportunity for faculty to renew success with students. The FBA will continue to support honour roll receptions.

**Competitions**

The SAO facilitates and supports FBA student participation in numerous case and business plan competitions throughout Canada. Student teams represent SFU in prestigious and internationally renowned competitions while gaining the confidence and skills to analyze and solve real life business problems and develop and present business plans under pressure. The SAO supports all travel within Canada, the USA, or overseas. The SAO supported the launch of the student run Business Competition Association to help students better prepare to compete against student teams from other university business faculties. In 2007/8 the FBA plans to host at least one regional-level competition

Over the next three years we intend to expand activities to encompass graduate-level activities, focusing particularly on new ventures/ business plan competitions and case competitions.

**Conferences**

Business associations and societies at universities often host conferences. Attendance at these conferences provides opportunities for students to develop communication skills and learn how
to build relationships with people in industry. Students attend conferences as representatives of the university and the Faculty of Business Administration and, as such, are also eligible for funding/subsidies. Some of the conferences that BBA students have attended include the Human Resources Management Association (HRMA) Conference and the Vision (Marketing) Conference.

**Scholarships**

Each year over $50,000 in additional scholarships is available to business students over and above the general scholarships given out by the university. There are also awards and bursaries offered to reward accomplishments and to assist with expenses. The SAO provides information and reminders to students about external scholarship opportunities and acts as the administrative contact point for external organizations interested in providing scholarships to FBA undergraduates. The Faculty will continue to manage these scholarships over the planning period.

**Career Management Centre**

Provision of excellent career services has become a key success factor for any business school. At the graduate level particularly, potential applicants base their choice of school on the quality and breadth of career services.

In 2004 the Faculty created a Business Career Management Centre (CMC). The Centre aims “to provide exceptional career management education and services to our students, alumni and the business community”. It seeks to do this through: excellent career management education; coaching and advising; efficient customer service for employers; and a high level of engagement with students, alumni, employers, faculty, strategic partners and suppliers.

During the first two years, the Centre:

- Developed the first comprehensive Career Management Program for the Graduate Programs, which addressed the needs for each unique MBA or Masters program. This includes the provision of CareerLeader, the leading business-oriented career assessment test and resource centre provided by Harvard: currently over 250 business schools use this system.
- Successfully managed the MBA Applied Research Program that matches MBA students with companies and vice versa.
- Managed the MOT MBA Executive Speaker Series and recently the Centre has taken on the management of the GAWM Executive Speaker Series.
- Successfully managed CA Recruit and increased the number of accounting firms participating to 27 and the number of BBA students hired to over 65 per year.
- Developed an on-line library of career resources and subscriptions to the Vault, WetFeet, the Business in Vancouver Book of List and other career resources.
- Developed Business Career Expo, the largest Career Fair in BC (in terms of companies) with over 80 firms attending. It’s held at the Vancouver Convention Centre each March. In 2006, the CMC invited Sauder School of Business to join us and over 800 undergraduate and 150 graduate students attended from both schools.
• Tripled the number of companies visiting SFU Business on campus to over 60 firms in 2006.
• Hosted over 70 campus recruiters at the annual 2nd Annual Campus Recruiting Forum in May 2006. This annual event runs with Brainstorm Consulting and is a daylong educational program to update and train recruiters on the latest in campus recruiting.
• Entered into an exclusive agreement for BC with Human Capital Institute (HCI) – a Washington DC based professional association and educator in talent management strategies. The CMC hosts up to four morning speaker events per year featuring executives, faculty, and other leaders from across North America who have successfully integrated talent management strategies into their organizations. Mid- to senior-level management professionals and alumni are invited to this free event.
• Met demand for service by increasing CMC staff from 2 to 7 and a half.

CMC’s strategic plan for 2007 – 2010 will focus on six core areas of operation:

• Advising / Coaching
• Career Education (Undergraduate / Graduate)
• Employer Development
• Operations
• Event Management / Support
• Alumni Services

Advising / Coaching

Career coaching and advising is the most sought after service for both the graduate and undergraduate students. In 2006 the CMC added one Career Advisor whose time is split equally between the undergraduate and graduate programs. Depending upon the demand for advising services, we anticipate that additional staff will be added or external career coaches and advisors with appropriate backgrounds in career management, finance, technology, etc. will be contracted / outsourced to handle peak demand times.

Career Education (Undergraduate / Graduate)

The CMC’s undergraduate focus is to provide career educational programs that enable SFU Business students to stand out in the business community in order to successfully transition to the workplace. On a volunteer basis, the CMC out-sources various workshops to professional recruiters and employers that wish to build a profile with our students. They will continue to do this as students feel they are getting the latest ‘tips’ and ‘insights’ from employers directly.

The CMC will supplement this outside advice with their own staff when it comes to resume workshop in order to ensure a consistent standard and ‘SFU Brand’. They will be working with Business Co-op to collaborate on workshops etc., as well as faculty who deliver the BUS 360 (Business Writing) course and the Business Mentor’s program. They will also be developing new interview workshops and mock interview sessions with employers as appropriate. Instead of duplicating workshops, the CMC assists student clubs with bring industry speakers to campus – a strategy that has worked well with the tremendous expansion of student club activities during
the past few years.

The focus of Career Management Education for the Graduate Programs is not only to provide career educational programs that enable our students to stand out, but to ensure that our MBA programs are competitive in terms of attracting the right students. We plan to increase the number of programs run. Self-exploration and personal mission / goals, resume writing, interview skills and practice and life-long career management strategies are examples of topics covered.

The Career Management Program is tailored for each Graduate Program. New material has been developed and high caliber external speakers have been recruited to deliver much of the Program. Over the coming years the Centre intends to build a leading edge career management educational program. This will be accomplished by building upon in-house material exploring collaborations with various industries and career management experts. In addition, in collaboration with the academic chairs, the content will be expanded to include topics such as presentation skills, creative leadership or other programs that will add value to the students’ experience and well roundedness.

During 2007, the Centre plans to launch the Virtual Career Success Centre. SFU Business will be the second business school in Canada to buy this service provided by CareerBeam. The site will bring the top career assessments (ten different tests), resume and cover letter development tools, search strategies and research databases and integrate them into one online portal. The research tools will provide research on 15 million organizations, 20 million industry contacts, in-depth industry profiles, detailed occupational intelligence, and companies in over 70 different countries. Finally, career management educational programs are provided that link back to the site.

Employer Development

CMC has several initiatives that aim to position SFU Business as THE source in BC for corporate recruiters to recruit excellent business students, as well as being seen as an expert provider of information on recruiting students. The CMC hosts the Business Career Expo, over 60 on-campus recruiting events, the Campus Recruiting Forum, the four Human Capital Institute morning events, and CA Recruit. In addition, the CMC provides complementary job posting services (BBA and MBA), resume collection, on-campus interview rooms and hosts Association Day – where local business associations come to campus to promote their industries.

During the 2007 / 08 year, we plan to develop and deliver an integrated marketing strategy (brochures, meetings, etc) focused on the Finance and Banking industry. This would lead to a ‘Finance Recruit’ in the fall of 2007 for both the BBA and Graduate Programs – similar to the CA Recruit.

Operations

From following research on best career centre practices, one key success factor is the effective use of technology to manage employer relations, student accounts and general operations. Prior to the summer of 2006, the CMC has been prevented from buying any major software product
since the American providers held the data in the US. ECampusRecruiter built a Canadian server this past year and most of the major Canadian Business schools’ career centers are now moving over to their hosted solution, EASE (Electronic Applications for Students and Employers). Phase one of the system is being implemented in Fall 2006 and phase two planned for the summer of 2007.

During 2005/6, the CMC established operational metrics such as the number of BBA / MBA students advised and career management sessions. With the launch and continual development of the new technology system, the key measures of our success will be able to be tracked – percentage of students employed within three, six and nine months of graduation. For the MBAs, an example would be the percentage increase of income before and after their program (upon graduation and three years out).

Event Management / Support

The CMC runs a large number of events including
- Business Career Expo
- SFU Business / Human Capital Institute Speaker Series (4 per year)
- Assisting with CA Recruit
- 40+ Graduate Career Management Program Workshops
- MBA Executive Speakers Series – 24 to 32 speakers per year

It is anticipated that between 2007-2010, additional events will be developed to support the internal needs of our graduate and undergraduate programs and the outreach objectives of the Faculty.

SFU Business Alumni

To date, CMC’s services for alumni are limited to full service for one year out for BBA alumni and three years out for graduate alumni. Executive MBAs are provided life long services, since many are in senior positions and have the ability to assist the Faculty to achieve its objectives. CMC actively works with all alumni who want to recruit our students and ensures that services are delivered as necessary. Alumni can have coaching appointments with staff, access to CMC events, the job board and on-line resources. However, given the resources available and lack of a technology system, the CMC has not publicized its services.

During the next two years the CMC will be able to provide SFU Business alumni with a secure CMC account that will enable them to access all the services and resources of the centre, especially the Virtual Career Success Centre. In addition, alumni can sign up for events, workshops, mailing list and other SFU Business specific offerings. In 2007/8, the CMC will pilot a few free external workshops on career topics that are relevant to alumni.

The intention is to develop a model of career management service deliver that will become available to all SFU Business alumni. With the added staff, new technology and expanding programming, the value proposition for alumni engagement with SFU Business can be enhanced.
Resource Implications

The Faculty will fund support for student services from internal sources.

5.7 EQUIS Accreditation

The Faculty is in the early stages of seeking EQUIS accreditation. This is the major European accrediting body for Business Schools and if achieved it will represent a large step forward for the FBA in its commitment to becoming an internationally ranked Business School. Our primary competitors in the BC market already have achieved this accreditation (in the case of UBC) or are in the process of doing so (in the case of UVic). During 2007 the FBA will seek to complete the accreditation process.

Institutions that are accredited by EQUIS must demonstrate not only high general quality in all dimensions of their activities, but also a high degree of internationalisation. With companies recruiting worldwide, with students choosing to get their education outside their home countries, and with schools building alliances across borders and continents, there is a rapidly growing need for them to be able to identify those institutions in other countries that deliver high quality education in international management. EQUIS accreditation also will enhance our international activities.

Resource Implications

We estimate the accreditation process will cost approximate $100,000. Internal FBA funds will be used.