

**Simon Fraser University
Memorandum**

S.00-74

TO: Senate

FROM: J.M. Munro, Vice-President, Academic

DATE: August 16, 2000

SUBJECT: External Review - Faculty of Business Administration

External Reviews of academic units are conducted under Guidelines¹ approved by Senate. The review process is intended to ensure that the quality of the department's academic programs and research is high, that members of the department participate in the administration of departments, and that the departmental environment is conducive to the department's objectives. Under these Guidelines, Senate is expected to receive advice from the new Senate Committee on University Priorities and to provide feedback to the unit and the Dean.

The following materials are forwarded to Senate for consideration:

- The External Review Report
- The response to the External Review Report by the Faculty of Business Administration
- The comments of the Vice-President, Academic
- The recommendations from the Senate Committee on University Priorities

The Dean Pro Tem, Dr. Ernie Love will be available at Senate as a resource person.

Motion

That Senate concurs with the recommendation from the Senate Committee on University Priorities concerning advice to the Faculty of Business Administration on priority items resulting from the external review, as outlined in S. 00 - 74



¹ The Guidelines can be found at:
<http://www.reg.sfu.ca/Senate/SenateComms/SCUP-ExReview.html>

SIMON FRASER UNIVERSITY

Senate Committee on University Priorities

Memorandum

TO: Senate

FROM:  Judith Osborne, Acting
Vice President, Academic
Acting Chair, SCUP

RE: Faculty of Business Administration
External Review

DATE: 12 July 2000

The Senate Committee on University Priorities has reviewed the External Review Report prepared on the Faculty of Business Administration March 12, 1999, together with the response from the Faculty and the Vice President, Academic.

SCUP was very disappointed in the quality of the external review and will be providing suggestions to the Office of the Vice President, Academic to ensure that reviews in the future are of more value to the academic unit and to the University.

SCUP recommends to Senate that the Faculty be advised to pursue the following as priority items:

1. The Faculty of Business Administration should prepare an overall research plan for the Vice President, Academic and SCUP to increase faculty research productivity for the Faculty of Business Administration. As part of the research plan, the Faculty of Business Administration should identify appropriate measures of evaluation and assessment to provide accountability. A report on the Faculty's progress towards improved research productivity should be provided September 1 annually to SCUP for each of the next three years.
2. Plans by the Faculty of Business Administration to develop a PhD program are encouraged by SCUP but should be integrated into the Faculty's overall strategy to increase research productivity.
3. The Faculty of Business Administration should not eliminate the "day" MBA program. The revisions underway within the Faculty to improve the program should be continued and encouraged.
4. The Faculty of Business Administration should review the considerable unmet demand for business undergraduate programs and should consider expanding admission to the Bachelor of Business Administration to meet the demand.

c.: E. Love

SIMON FRASER UNIVERSITY

Office of the Vice President, Academic

MEMORANDUM

TO: Senate Committee on
University Priorities

FROM: J.M. Munro,
Vice President, Academic

SUBJECT: External Review, Faculty
of Business Administration

DATE: June 8, 2000

The report of the External Review Committee of the Faculty of Business Administration was submitted on March 12, 1999 following the review visit on February 3-5, 1999. The response of the Dean was submitted on May 30, 2000.

My comments on this external review and the submission from the Dean are as follows.

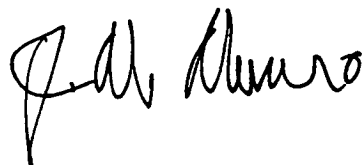
1. This is a very skimpy review - five pages on an academic unit with over 50 complement faculty and over 1500 FTEs in complex academic programs. Many important dimensions are omitted (e.g., Co-operative Education) or given little attention. The lack of content is exacerbated by the decision to devote 20 percent of the review to a commonplace "environmental scan".
2. Some of the scan seems to be incorrect, or at least to suggest misleading directions for the Faculty. For example, while demand is no doubt growing for lifelong learning in Business Administration, there is considerable unmet demand for undergraduate business programs. Currently, about 15 percent of new students identify Business Administration as their intended major yet actual enrollment are less than 10 percent of the total. The Bachelor of Business Administration has been the second most difficult program for students to gain admission.
3. The review is positive concerning the leadership and operations of the Faculty yet later observations under the "weaknesses" and "threats" sections seem to contradict this opinion. This confusion seems an inevitable consequence of using the SWOT (strengths, weaknesses, opportunities, threats) approach.

4. The review recommends elimination of the "Day" MBA Program. The Dean's response notes that changes have been made in this program which would seem to address some of the reviewers' concerns and that they failed to understand the extensive integration of this program with other parts of the Faculty. With about 100 FTEs, the Day MBA program is one of the largest graduate programs in the University and even its replacement, as the reviewers recommend would have to be very carefully executed.

5. The reviewers recommend more financial responsibility for the Faculty level; the Dean's response endorses this view. The decentralization of Faculty budgets at Simon Fraser in the early 1990s did lead to much more Faculty-level control than previously but it is still the case that the Faculty of Business Administration has a smaller share of the total operating budget of all the Faculties than its share of weighted FTEs. Also, while there has been some redirection of tuition fee revenues from general revenue to the Faculty, more could be considered.

6. The concerns in the review and response over faculty compensation levels have been addressed by allowing increases in market differentials for newly hired faculty. However, this may not be enough and several faculty searches have been unsuccessful this year, apparently because of uncompetitive salaries. A comprehensive review of this issue including both recruiting problems and the situation of all current faculty seems to be needed.

7. The review is quite critical of two aspects of the commitment of current faculty to their responsibilities to the Faculty of Business Administration. Both a low level of research productivity and a lack of involvement in programs and with students are cited. The Dean's response notes improved service to students and efforts to support research, especially among new faculty members. This is a difficult and important issue and it may be one that can only be addressed over time as the faculty complement is renewed. The critical statements about lack of faculty commitment to programs and students, although vague, would seem to merit some attention.



cc. J. Waterhouse

Simon Fraser University
FACULTY OF BUSINESS ADMINISTRATION

MEMORANDUM

DATE: May 30, 2000
TO: Jock Munro, VP Academics
FROM: John H. Waterhouse, Dean
SUBJECT: FBA External Review

Please find attached the Faculty of Business Administration's response to the May 30, 2000, External Review.

The Faculty will be pleased to respond to SCUP's questions on this document at its June 14th meeting.



Faculty of Business Administration Response to the External Review

May 30, 2000

The external review report made five recommendations, to:

1. Eliminate the day MBA program
2. Establish financial responsibility at the Faculty level,
3. Address faculty compensation in innovative ways,
4. Increase research productivity, and
5. Increase faculty commitment to the programs.

Our actions on these recommendations are as follows:

The Day MBA Program

Since receiving the external review, the Faculty has devoted considerable energy to examining whether the Day MBA program should be eliminated and, if not, how it should be revised. The Faculty has concluded that the Specialist MBA program should not be eliminated. The Faculty feels that the external review failed to appreciate the extent to which the MBA program is integrated into Faculty activities. MBA students provide the bulk of the Faculty's teaching assistants. Many faculty members use MBA projects and theses to augment their own research programs. Thus, eliminating the Day MBA program entirely would require significant and possibly disruptive changes to the undergraduate program and faculty research.

Some modifications have been made to the Day MBA program and more will be proposed in the near future. The program has moved back to its original form of a one year MBA for BBA graduates. The Graduate Diploma in Business is now available for those students who wish to pursue a MBA without a BBA. Due to this reorganization, the number of MBA courses has been reduced by 40-50 percent, without causing delays for students in getting required courses in a timely manner. Applications to the program have greatly increased in quantity and quality over the past year and students are now graduating in 3-4 semesters. The program director, Professor Zaichkowsky, has worked successfully to increase student morale, the support services available to students and the sequencing and availability of courses.

Revisions to be proposed in the near future will further improve the program. These are likely to include a new focus in portfolio management, a designation in consulting management and further focus in available areas of concentration.

Financial Responsibility at the Faculty Level

The Faculty of Business Administration works, of course, within the context of Simon Fraser University as a whole. Within this framework, financial responsibility has, to some extent, been decentralized over the past several years. This policy has provided the Faculty with more control over staff salary fallouts and over some program fees. Even so, the Faculty of Business Administration has less financial autonomy than is the case in many Canadian Business Faculties.

Faculty Compensation

Faculty compensation continues to be a serious threat to the Faculty. Attracting and retaining high quality faculty members is perhaps more difficult now than was the case when the external review report was written. For example this year eight out of ten offers extended to potential entry-level faculty were rejected, primarily for financial reasons. In some instances, salary offers that were, by Simon Fraser University standards very good, were twenty to twenty-five per-cent below offers from other Canadian Universities.

While faculty recruitment is clearly an issue of major concern, unless compensation problems can be effectively addressed, faculty retention may well become an issue of critical concern. As compensation levels for business faculty around the world continue to rise, the problem of "raiding" by other institutions is expected to increase. This situation has the potential to worsen quickly as faculty with high research profiles are targeted by both Canadian, American and other business faculties. It will also be exacerbated by the incidence of increasing salary compression not to mention inversion -- which in our opinion is imminent.

Increase Research Productivity

The Faculty of Business Administration recognizes the importance of high quality research and has taken several steps to increase activity in this area. Historically, teaching workloads have been higher in the Faculty than in other academic units of SFU. This anomaly was recognized in the three-year plans completed in 1998 and steps were taken to address at least a portion of the problem by creating eight new faculty positions. This will increase research productivity directly by the new faculty hired and indirectly by reducing faculty teaching workloads. In addition, the Faculty has allocated new research funds to research on management of technology. More faculty members have been encouraged to apply for external research grants.

While the Faculty of Business Administration boasts a significant number of successful MBA programs it has historically avoided a Ph.D. program due to anticipated high operational costs. There is however, growing consensus within the faculty, that the costs of a doctoral program are now worth incurring. This is because of the perceived value that a doctoral program will contribute to faculty research. A task force is currently exploring the viability and structure of a doctoral program in the FBA.

Increase Faculty Commitment to Programs.

The Faculty has taken several steps to increase its service to students. Several initiatives have been taken to increase the availability of Co-op spaces and to increase the service provided to students who are in the Co-op program. The Faculty and University have allocated resources to establish an Employment and Career Services center in the Faculty. This Center provides a range of services that facilitate the transition for students from study to work. Direct admission from high school to the Faculty has provided opportunities to increase student esprit de corps by creating more student-centered activities. Overall, we believe, based on student teaching and alumni surveys, that student satisfaction with the quality of teaching and service provided by the Faculty of Business Administration is high.

In summary, we believe that the external review affirmed that the Faculty has a great number of strengths, including the EMBA program, high levels of collegiality, high quality students and teaching, high quality and committed staff support and a strong sense of direction. The steps noted above will increase the overall quality of our programs and Faculty.

**External Review Report
Faculty of Business Administration
Simon Fraser University
Feb. 3 – 5, 1999**

A review of the programs of the Faculty of Business Administration of Simon Fraser University occurred on February 3 – 5, 1999. The review team consisted of:

Dr. John Gordon, Alcan/NSERC/SSHRC Chair in Management and Technology,
Queen's University

Lynne Pearson, Dean of Commerce, University of Saskatchewan

Gary Sundem, Julius A. Roller Professor of Accounting, University of Washington

Brian Lewis, Professor and Director of the School of Communication, Simon Fraser
University

Before the review team visited the campus, it received and reviewed materials prepared by the Faculty of Business Administration. A copy of the schedule for the site visit is included as an appendix to this report. The following report is based on information gathered both before and during the site visit.

Overview: Innovative Efforts to Overcome Imposed Constraints

The Faculty of Business Administration is best characterized as a unit that is struggling to maintain quality through a variety of innovative efforts in an environment that has both constrained resources and also restrictions on the actions possible to augment the resources. Although program quality remains high, it is not clear that this quality can be maintained (to say nothing about being enhanced) without significant flexibility to supplement the revenues currently being received.

The Environment

The evaluation of the Faculty of Business Administration must take place within the environment of business education globally, within Canada, and in the Vancouver metropolitan area. Several global and Canadian trends will impact the Faculty:

- _ Demand for business education is growing, but the main growth is not in undergraduate or full-time MBA programs. Future growth will come primarily in life-long-learning programs such as executive development programs and part-time MBA programs.
- _ Business education is becoming more competitive. Top-rated programs are expanding into new markets (including the B.C. market) through distance learning. Private companies are beginning to compete with colleges and universities to provide business education.
- _ Government support for higher education is shrinking in real terms, and prospects for reversing this trend are not good.
- _ MBA programs are seeking market niches, often through specialization of programs.
- _ Top business schools are privatizing their programs. Not only the private universities, but also state-supported universities, are offering programs at full market prices and investing the proceeds into enhancing program quality.
- _ Student bodies are becoming increasingly diverse, both in ethnic background and in types of interests.

- Markets for faculty are becoming more competitive. Many Ph.D. programs were cut back in size when demand slackened in the early and mid-1990s, but now the baby-boom echo is creating more demand for business education. Therefore, demand for business faculty is increasing and the supply is short, putting upward pressure on faculty salaries.
- External financial support for business schools is growing and is becoming essential to keep program quality competitive. In Canada this is primarily support from businesses; alumni support is small, especially compared to that in the U.S., and the prospect for large increases in alumni support is not great.
- Partnerships between business schools and companies and professional associations are growing. Just-in-time education, focused on the specific needs of an organization, is growing, in contrast to general business education of students prior to entering the workforce.
- Professional certification programs are growing, providing new markets for business education. Specialized education programs, both within universities and in the private sector, are meeting this demand.

Other factors are unique to or especially important to the lower British Columbia and Simon Fraser University environments:

- Vancouver has changed from a resource-based economy to one that focuses on financial services, high technology companies, and international trade. It continues to be dominated by small and medium-sized companies; there are few corporate head offices.
- The British Columbia government has frozen tuition at current levels and has imposed a faculty salary cap, both of which severely constrain the Faculty of Business Administration.
- Simon Fraser University maintains its historical orientation to liberal arts education and egalitarian governance.
- Individual units at Simon Fraser University (and at British Columbia universities, in general) have little control of their revenues.

Strengths of the Faculty of Business Administration

Despite many imposed constraints, the Faculty of Business Administration has many strong points:

- The Dean has an innovative vision for the Faculty, and the faculty seem supportive of this vision. The Dean has good lines of communication with faculty and staff.
- The school operations are running smoothly. Support staff are strong, committed, and contented. The Associate Dean to whom most staff report was praised for his interactions with staff.
- The EMBA programs are clearly the Faculty's flagship programs. They are well managed and serve an important market.
- Faculty collegiality is high. There appears to be little infighting among faculty.
- The physical facilities at both the Burnaby and downtown campuses are very good.
- There is a strong advisory board that is willing to devote time and energy to benefit the business programs.
- The quality of teaching is high. Students have mainly praise for the quality of teaching.

- The co-op program is loved by the students and provides needed connections with the business community.
- Computer support, especially the potential of the Lohn lab, is strong.
- The \$600,000 increase in budget, if it truly comes to fruition, is a much-needed infusion of resources.
- Cooperation between the leadership of Business Administration and the Economics department has improved, although scars of the separation of the two areas remain.

Weaknesses of the Faculty of Business Administration

Like any organization, the Faculty of Business Administration has weaknesses. The good thing is that the faculty and administration recognize most of the weaknesses and are trying to address them:

- The day MBA program does not meet a market need. The students in the program are quite satisfied, and the educational quality of the program is high. However, by striving to be a good general management, practice-oriented program as well as a good research program, it accomplishes neither of these objectives well.
- The research productivity of the faculty is less than would be desired. This is evident in the lack of grants as well as the scarcity of publications in major academic journals.
- There is a lack of community on the Burnaby campus. It is a commuter campus, and the trimester system hinders the formation of cohort groups of students. Still, a stronger community focus would improve the programs.
- Faculty operate too much as independent contractors. They teach well, but most have little commitment to the undergraduate program or to service to the school. The faculty, like the students, have a commuter mentality. Most are seldom in their offices when they have no specific reason to be there.
- There is little program assessment, especially of the undergraduate program. Tying assessment to the Faculty's mission would help assure that the mission is being met.
- The evaluation of teaching depends too much on student evaluations. There is a lack of a good peer review process.
- There are pockets of resistance to change. However, the most significant obstacle to change is inertia created by the structure of the egalitarian bureaucratic system.
- The new masters programs are being developed very independently with little coordination. There may be synergies across programs. At least there should be a "branding" across programs to take advantage of the common publicity of the programs to create a consistent SFU image.
- There is a shortage of student advisors, especially for such a flexible undergraduate program where students have many choices to make. The current advisors are very efficient, making the most of limited resources, but students are being shortchanged by the lack of resources devoted to advising.
- Career counseling and placement are also under-funded. The services are heading in the right direction, but capacity is insufficient to provide the services students need.
- Alumni relations are very weak, including simply tracking alumni.
- There is little good financial data on programs. This prevents a business-like management of programs.
- A small problem may be created by the back-door entry to the undergraduate program. Closing this possibility by, for example, requiring that the last 15 business credits be

taken after being admitted to the program, might be more fair and help the planning process.

- _ A weakness in teaching in one area of the EMBA program was consistently noted by students.

Threats to Program Quality

There are five main external threats to the quality of business education in the Faculty of Business Administration. These are not areas that the Faculty can directly affect, but they must be recognized in developing a strategy for the Faculty:

- _ Tuition freeze
- _ Salary cap
- _ Competition from outside
- _ Lack of control of revenues
- _ Bureaucratic inertia

The tuition freeze and salary cap are especially troublesome because they put Simon Fraser University (and other B.C. universities) at a competitive disadvantage in a market where competitors are poised to take advantage. Actions that might ameliorate the effects of the tuition freeze and salary cap are constrained by bureaucratic inertia and lack of control of revenues. The best hope seems to be flexibility on the last two items, because these are at least partially controlled by the SFU administration.

Opportunities

Despite many constraints, there are still many opportunities that might be pursued by the Faculty of Business Administration:

- _ Develop programs for specialized MBA markets, especially those directed to the needs of the lower B.C. area. The new programs in financial services and management of technology are good examples.
- _ Focus on programs for small business and entrepreneurs. Such programs fit the needs of the community.
- _ Develop new forms of delivery of educational services. The GDBA is a good example.
- _ Take advantage of open faculty positions to shape the faculty to meet the needs of new programs. The possibility of as many as 16 new faculty in the next few years creates an opportunity to better tie the faculty skills and abilities to the Faculty's mission.
- _ The downtown location, facilities, and reputation provide a great advantage. There is an opportunity to build on these.
- _ Explore business/education partnerships. The Advisory Board may be key in developing these.
- _ Explore links with other parts of the campus, especially in the technology transfer area.
- _ Expand links with UBC. The financial services MBA may lead to other cooperative ventures.
- _ Price new programs at market value.

Recommendations

The review team has selected what it believes are the five most important issues for the Faculty of Business Administration to address:

- 1) Eliminate the day MBA program. We realize that this will be controversial, but limited resources make a sharper focus essential. The program seems to exist primarily to support faculty research, but the market is better served by the specialized MBA programs under development. This recommendation would not necessarily cut the link between teaching and research. Instead, it could lead to a different type of relationship between teaching and research, with more applied research being developed from experiences teaching in the specialized programs. It would also open up more contacts with the business community.
- 2) Establish financial responsibility at the Faculty level. The Faculty should receive some authority over its revenues and responsibility for its expenses. This will require better financial information than is currently available, in addition to more flexibility in managing resources.
- 3) Address faculty compensation in innovative ways. There are three problems in salaries: a) the salary cap, b) overall salary levels, and c) incentives through merit pay. Each must be addressed and ways found around the imposed constraints.
- 4) Research productivity should be increased. If programs are changed, there may be a natural change in the types of research that faculty undertake, and methods of motivating and evaluating research consistent with the Faculty's mission may need to be developed.
- 5) More faculty commitment to the programs, especially the undergraduate program, and to service to the Faculty of Business Administration and its students is needed. The co-op program may be one way to get faculty more involved with undergraduate students. Faculty involvement in a community is a necessary precedent to more student involvement.

Faculty of Business Administration External Review - 3-5 February, 1999 - Schedule

Wednesday, 3 February, 1999

		<u>Room</u>
8:00-8:50	Initial meeting - Dr. David Gagan, VP, Academic; Dr. Bruce Clayman, VP, Research/Dean of Graduate Studies; Dr. Kathy Heinrich, Special Assistant to the VP Academic on Academic Planning, Dr. John Waterhouse, Dean of Business Administration and Ms. Alison Watt, Director, Secretariat Services.	President's Conference Room, Strand Hall.
9:00-9:50	Introduction to FBA - Dr. John Waterhouse, Dean of Business Administration; Dr. Larry Pinfield, Associate Dean, Business Administration; Dr. Daniel Shapiro, Associate Dean, Executive Programs, Harbour Centre & Ms. Helene Michaels, Assistant to the Dean	Dean's Conference Room, Lohn Bldg. WMC 5302
10:00-10:50	Undergraduate Program - Ms. Maureen Fizzell, Undergraduate Program Director; Ms. Christine Hamblin, Undergraduate Program Coordinator; Ms. Michelle Czornobay, Undergraduate Program Advisor & Ms. Rita Collins, Undergraduate Prg. Secretary	DCR WMC 5302
11:00-11:50	Continuation of Undergraduate Program review. Meet with group of Undergraduate students	DCR WMC 5302
12:00-1:00	LUNCH and further discussion of Undergraduate Program - Ms. Maureen Fizzell, Undergraduate Program Director; Dr. Larry Pinfield, Associate Dean, Business Administration; Ms. Christine Hamblin, Undergraduate Program Coordinator & Dr. Peter Klein, Assistant Professor, Finance	DCR WMC 5302
1:00-1:50	MBA Program - Dr. Judy Zaichkowsky, Director, MBA program; Dr. Colleen Collins Dodd, Dr. Bill Wedley, Dr. Kirk Vandezande & Ms. Angela Lawrence	DCR WMC 5302
2:00-2:50	Meet with MBA students	DCR WMC 5302
3:00-3:50	Business Co-op Program and Employment & Career Services - Ms. Muriel Klemetski, Ms. Jane Martin & Mr. James Hsieh	DCR WMC 5302
4:00-4:30	FBA Computing & Library Services - Dr. Larry Pinfield; Mr. Mike Church, Computer Systems Administrator; Dr. Gary Mauser, FBA Library Rep. & Ms. Elaine Fairey, Librarian	DCR WMC 5302
4:30-5:00	Economics Dept. - Dr. Nancy Olewiler, Chair, Economics	DCR WMC 5302

Thursday, 4 February, 1999

		<u>Room</u>
8:30-9:05	Introduction to FBA Faculty: Dr. Rob Grauer, Chair, FTC; Dr. Craig Emby & Dr. Irene Gordon	Dean's Conference Room WMC 5302
9:15-9:50	Accounting - Ms. Barb Edwards, Dr. Craig Emby, Dr. David Finley, Ms. Maureen Fizzell, Dr. Alec	DCR WMC 5302

10:00-10:50	Gelardi, Dr. Irene Gordon & Dr. Zelma Rebmman-Huber; Finance - Dr. Avi Bick, Dr. Peter Klein & Dr. Kirk Vandezande Human Resource Management – Dr. Kurt Dirks & Dr. Carolyn Egri; International Business - Dr. Rosalie Tung & Marketing - Dr. Colleen Collins-Dodd, Dr. June Francis, Dr. Bob Wyckham & Dr. Judith Zaichkowsky Travel to Harbour Centre	DCR WMC 5302
11:00-11:50		
12:00-1:00	Luncheon meeting for overview of FBA-SFUHC & with Policy Faculty with Dr. Danny Shapiro, Associate Dean, Executive Programs, Harbour Centre; Dr. Ed Bukszar; Dr. Carolyne Smart, Dr. Aidan Vining & Dr. Mark Wexler	Diamond Alumni Centre, HC
1:00-1:50	EMBA Program: Dr. Danny Shapiro, Associate Dean, Executive Programs, Harbour Centre; Ms. Susan Burns, Executive Director, EMBA Programs; Ms. Erika Blumel, Assistant to the Director, EMBA Programs; Ms. Denise Short, Marketing Officer; Ms. Annette Frost, Clerk Typist & Ms. Rachel Exley, Receptionist	Eyre Board Room, HC
2:00-2:50	Review Executive Development: Dr. Danny Shapiro, Associate Dean, Executive Programs, Harbour Centre & Dr. Mark Selman, Associate Dean, Continuing Studies, Harbour Centre	Eyre
3:00-3:50	New Program: GDBA & MBA-MoT with Mr. Tom Brown, Director of the Graduate Diploma in Business Administration and Management of Technology MBA Programs; Dr. Ernie Love, Academic Program Advisor, Management of Technology MBA Program and faculty member in the Management Science area; Dr. Blaize Reich, Management Information Systems & member of the MoT MBA Curriculum Committee; Dr. Art Warburton, Management Information Systems and Management Science & member of the MoT MBA Curriculum Committee & Dr. William Wedley, Management Science & member of the MoT MBA Curriculum Committee	Eyre
4:00-4:50	Meet with External Advisory Board - Mr. Bill Rowe, Chair & Ext. Adv. Board members	Eyre
5:30-7:30	Dinner with NEMBA students - NEMBA Instructors: Dr. Ed Bukszar & Dr. Mark Wexler; EMBA Administrative Staff: Ms. Susan Burns, Executive Director & Ms. Erika Blumel	Top of Vancouver Restaurant
<u>Friday, 5 February, 1999</u>		
8:00-8:50	Dr. Bruce Clayman, VP, Research/Dean of Graduate Studies	Room
9:00-9:50	Review New Programs: MBA - Financial Services with Dr. John Waterhouse, Dean of Business Administration, Dr. Avi Bick & Dr. Aidan Vining	DCR WMC 5302
10:00-10:25	Support Staff: CUPE - Diane Lesack, Vera Robinson, Carol Roche, Linda Wetzal, Rita Collins, Victoria Smart, Anji Nicholson, Betty Chung & Angela Lawrence	DCR WMC 5302

10:25-10:50	Support Staff: APSA - Michelle Czornobay, Christine Hamblin, Helene Michaels & Lisa Pollard	DCR WMC 5302
11:00-12:05	MIS & MS - Eng Choo, Andrew Gemino, Drew Parker, Blaize Reich & Bill Wedley	DCR WMC 5302
12:15-1:30	LUNCH & discussion of Staffing and Appointments issues: Dr. Larry Pinfield, Associate Dean, Business Administration, Dr. Carolyn Egri, Dr. Aidan Vining & Ms. Helene Michaels, Assistant to the Dean	DCR WMC 5302
1:30-2:50	Committee meets on its own	DCR WMC 5302
3:00-3:50	Discussion of Preliminary Finding with Dr. John Waterhouse, Dean of Business Administration & Associate Deans	DCR WMC 5302
4:00-4:50	Closing meeting - Dr. David Gagan, Dr. Bruce Clayman, Dr. Kathy Heinrich, Dr. John Waterhouse, and Ms. Alison Watt	President's Conference Room, Strand Hall
5:00-6:00	Travel to Harbour Centre	InnesThompson Room
6:00-7:30	Dinner with WEMBA students	Delta Suite Hotel
Sat, Feb. 6 9:00-5:00	Room 101, HC - available to reviewers for discussion Computing Lab - Room 1300, HC - available to reviewers for working on report	
SFUHC NEMBA WEMBA	Harbour Centre Night Executive MBA Weekend Executive MBA	Graduate Diploma Prog. Bus. Admin Faculty Tenure Committee Management of Technology