Program Review

Action Plan

Bachelor of Business Administration
AND
Post-Degree Diplomas

Submitted to
Dr. Neil Cruickshank, Dean
Faculty of Business and Applied Studies

North Island College
2300 Ryan Road
Courtenay, British Columbia

Table of Contents

Action Plan

Overview

In developing the attached action plan the School of Business has not limited the discussion to only what is "possible" given current resource availability but expanded it to what is "needed". The action plan is one that will require additional resources to be successful.

The action plan for the PDD mirrors that of the BBA in many ways so our implementation plan becomes the School of Business action plan for both.

Implementation Plan

Many planned actions can be and already have been started. Much of the hard work relating to program learning outcomes and curriculum mapping is still to be completed.

Starting September 2021, the department will meet once a week to complete these tasks and many of the other action items. Much of the work of the facilitation of the plans will fall on the desk of the chair of the department who will need considerable support. In the long run, it is hoped that a formal meeting, communication, and ongoing review process will occur.

Accountability Plan

For each action item a faculty or administrative member's name is attached. These individuals have agreed to be accountable to contribute to and complete the action item.

Resourcing the Plans

The department recognizes that the action items presented in this report require certain additional resources - either an increase in chair time, release time for the self-study chair or dedicated administrative support.

Gantt Chart

A Gantt Chart has been created to outline all the action items and how they look across the next few years.
https://docs.google.com/spreadsheets/d/1j_Rfz1cf9euTppQG_pZnEMJj0b0l_GCStqPvmULoSFg/edit?usp=sharing

ACTION ITEMS: BBA and PDD Combined

#	Objective /Goal	Action Items	People	Start Date	End Date	Resources	Monitoring	Outcomes
	Goal of the action item.	*Actions to be taken to achieve the intention.*	*Responsibility*	*Date*	*Date*	*People, money, time, materials needed*	*Actions to remain accountable for the action item.*	*Deliverables and outcomes of the action item.*
1	**Establish explicit recruitment and retention targets.**	There is a need to explore retention trends (who leaves, why etc.) in business programs, and to look at NIC data specifically, exploring the 'why' of leavers (updated data), perhaps following up with learners who leave to ask why they left and what would have encouraged them to stay. This Action Item relates to Curriculum Mapping, the Environmental Scan, Setting Goals and a competitive market survey.	Ali + Administration	Begun with data	Spring 2022	People and time, data, OGE engagement, senior leadership input etc.	Ongoing sharing of the progress	Clear set of recruitment and retention goals shared with all School of Business faculty.
2	**Develop and implement consistent and usable Blackboard Learn course shell across all School of Business courses.**	• Gather Working Group • Examine exemplary courses • Obtain suggestions from CTLI • Build draft version • Share with SoB faculty for input • Revise version • Mesh version with CTLI's new Blackboard Learn template • Produce how-to videos and share	Ali, Frank, Norma, Lynn, and Harley	February 2021	June 2021	Time to meet and work together. CTLI and Liesel time to review and provide suggestions.	Complete. Video created in June and template aligned with new Blackboard Learn template. Review in September to see if the course shell is working for the department. Meet once a semester to make any improvements identified.	Consistent use of the course shell amongst faculty. Learner satisfaction with the course shell.
3	**Develop an inquiry for enhanced data from Institutional**	• Request updated standard data pack for BBA and PDD programs.	Liesel, Ali and others from School of	Early June	Fall 2022	People (Liesel, Wes, IRP)	Liesel and Ali discussed data requirements at a meeting in June.	Data available identified in a list so you know what is possible etc.

#	Objective /Goal	Action Items	People	Start Date	End Date	Resources	Monitoring	Outcomes
	Research and Planning	• Establish what information we want to request specifically related to other action items. • Evaluate value of information • Establish timelines for review Also need data on: • Where learners are coming from • Grade 11 / 12 incoming learner info (Request age group and course code - what they're applying for). • Also need data on Alumni (e.g., how many leavers with /without a credential) - data on this needed for last 5 years or as far as we can go.	Business who want to build a current and alumni updated survey for deployment early 2022.			Time (to pull data, determine what we don't have) Resources (data from BC Outcomes, surveys, internal data) Survey requests and survey questions formulated.	Liesel met with Wes in June 2021 to share needs. Wes is going to start with an update of the basic data pack. Some of the additional data that exists needs a position in CTLI (Senior Research Analyst) to be able to provision and support on an ongoing basis. Until then, a current and past learner survey could be considered for early 2022 with faculty help.	Plan for ongoing updates to data is established so faculty know when and what is coming Asking faculty if the data is valued and useful
4	**Develop a recommended computing device and software checklist for learners.**	Build a set of recommendations for School of Business learners around computing hardware and software. Edit the list and align with NIC checklists already developed for learners.	Frank, Ali, Alan, Norma, Murray Frank and Murray for final edits	June 2021	June 2021	Existing Software and Hardware Learner Checklist items from Learn Anywhere Time for Frank and Murray to meet with Liesel and edit.	Completed. Couple of meetings in June. Liesel created a combined hardware and software checklist based on Learn Anywhere documents. Proofed in June and uploaded to Learn Anywhere website.	Learners in School of Business will be provided with guidance around purchasing a computer and associated software and app set up.

#	Objective /Goal	Action Items	People	Start Date	End Date	Resources	Monitoring	Outcomes
5	**Enhance Communication with Office of Global Engagement.**	Schedule regular meetings with OGE to learn more about needs, numbers, details about incoming learners, share experiences teaching international learners, ensure a strong communication relationship.	Margaret, Ali (lead), Mark Herringer, Dean	June 2021	June 2022 + ongoing	Time for people to meet	Sharing updates with School of Business faculty.	An enhanced communication between OGE and School of Business covering all required items.
6	**Investigate existing and new PDD Program Structures with OGE.**	Rethink PDD programs through consultations with stakeholders (OGE, Indigenous communities, local businesses) to identify possible program updates, discontinuing, and/or creating new programs.	Ali and OGE (Mark, Junko etc.)	June 2021	Ongoing	People Time Data	Sharing explorations and learning with School of Business faculty	Updated program structures for PDD offerings that are informed by data from learners, OGE input, School of Business faculty.
7	**Establish a School of Business Program Advisory Committee (PAC).**	Strike a working group to get this process started. Establish terms of reference, membership and scheduling for a School of Business Program Advisory Group ensuring needs of both BBA and PDD are included. Access databases to determine whom to invite to the committee. Set a date and agenda for the first meeting Membership: Ideally should have Tourism and Hospitality reps on this committee. Murray and Harley come to first meeting and then decide who is rep. Same for Judith and Norma, about creating separate PAC for Accounting if required.	Alan, Ali, Harley, Judith, Kate, Murray, Norma, Ron	Early June 2021	Fall 2022 (to get started)		Minutes and updates At Dept meetings, could provide updates on the PAC (and through email)	Functioning PAC meeting at least once a year to provide input and feedback to School of Business. Feedback from PAC indicates the committee is valued and useful for them.

#	Objective /Goal	Action Items	People	Start Date	End Date	Resources	Monitoring	Outcomes
8	**Enhance learner advising resources.**	Discuss concept with Advising, Faculty, OGE and Dean with about advising and how to proceed to secure in-house advising for all learners (domestic and international) in the School of Business Ensure conversations include notifications of why learners drop courses (leavers, course substitutions, why are learners not completing courses? Instructors need to know. Instructors also need more info on what programs learners are coming from to facilitate them making learning relevant.	Ali, Judith, Murray, Othman, Dean, OGE, Advisors	June	December 2022	People Time Data from OGE, Dean, Advising etc.	Ongoing feedback once we have initial discussions.	Advising piece meeting the needs of the School of Business faculty and learners.
9	**Identify and incorporate strategies to provide greater diversity of perspectives and ways of knowing throughout courses and programs**.	Faculty members learning more about and then incorporating into curricular content diversity of perspectives and ways of knowing (e.g., Indigenous, intercultural, equity, inclusive learning such as respecting different ways of knowing and being, having opportunities to include diverse perspectives within courses, and finding different ways of teaching and assessing that reflect different ways of engaging with learning.) Consider adding an Indigenous member to the Program Advisory Committee; have conversations with Kelly Shopland and First Nations committees related to local business needs; conduct a survey (including Indigenous Alumni) to access needs and how we can better address these community needs - to include specific branched questions for learners who identify as First Nations, International, Domestic etc. to	All School of Business members	Fall 2020 FYI - specific details coming out of curriculum mapping and program learning outcome exercises.	Ongoing	Expertise to learn more about the diversity of perspectives and ways of knowing. CTLI, Indigenous Education, Global Learning Facilitator	Faculty sharing strategies, curriculum ideas, pedagogies and learning design pieces that help broaden the diversity of perspectives and ways of knowing in all courses. Sharing through faculty meetings, through CTLI, through CTLI website via written story of video.	All School of Business courses have enhanced learning opportunities for learners to engage in a variety of diverse perspectives on learning and knowing.

#	Objective /Goal	Action Items	People	Start Date	End Date	Resources	Monitoring	Outcomes
		gather more nuanced information (this relates to other programing also). Curriculum Mapping will also inform this Action Item. Include inviting Elders in Residence and Aboriginal Learner Advisors to attend Curriculum Mapping sessions to share their insights and perspectives.						
10	**Study the combination of School of Business, Tourism and Hospitality, and Office Administration into one "School of Management".**	The vision is to create one department that utilizes common resources and optimizes those resources. The single department would allow the coordination of a strong common message and collaboration. We can support this vision by: Create a small working group that meets with Dean and department chairs (of all areas) to validate this initiative and review operational implications implementation considerations. • The working group will identify action items and timelines. • Needs to be conducted in conjunction with Build 2026 and Widening Our Doorways, and in consideration organizational/structural plans for the college. • Separate conversation (aside from Richelle) needed with the Dean, after meeting with Richelle Need to consider also whether we want one chair for all the department (rather than	Ali, Murray, Kate, Ron, Harley	June 2021 - to start the conversation	TBD	People Time	Sharing updates as the discussions unfold.	TBD

#	Objective /Goal	Action Items	People	Start Date	End Date	Resources	Monitoring	Outcomes
		current 3) and what is the 'correct' amalgamation? • Develop a formula to determine chair release based on the number of domestic and international learners as well as tasks expected to be completed by the Chair. • This is an external issue - NICFA & Admin • How this is finally conceptualized will depend on previous items						
11	**Make more accessible College campuses with enhanced opening hours.**	Discuss with administration the importance of making the college campuses accessible all the time to learners to experience and use the campus they have paid for such as opening the buildings/classrooms at night and almost all the time for learners. This would be consistent tactic associated with the Build 2026 Strategic Plan and Widening our Doorways. Provide recommendations to the Dean's office, as coming from PR (relating to both CV and CR). Judith wrote an email in June 2021, shared with SoB and sent to SLT.	Judith with Ali	June	TBD	Time	Updates from Senior Leadership Team about response to letter	Have building open longer on campus for learner learning and gatherings.
12	**Develop core values, mission, vision details for the School of Business BBA and PDD programs.**	• Check to see if there is an existing mission statement • Begin with one conversation in September then draw on feedback from learners • Ensure mission / vision aligns with Institutional broader strategies	All School of Business members	Fall 2021	Spring 2022	People Time Examples from other institutions	Ongoing updates to School of Business faculty	A set of core values, mission and vision for the School of Business BBA and PDD programs to post on website, program materials, share with learners etc.

#	Objective /Goal	Action Items	People	Start Date	End Date	Resources	Monitoring	Outcomes
13	**Pilot new learner learning experience survey.**	Pathway exists that will roll out in the Fall of 2021. Core questions will be available with the option to add additional dept specific ones (or specific to a program or course). Learners will have 2 weeks to complete the survey. Faculty only see reports for courses they have submitted surveys for. No one other than faculty has access to the final responses. This is using software called BLUE.	All School of Business members	Fall 2021	ongoing	CTLI to set up, time, people and technology resources Blue software Training from CTLI	Email updates will come in the fall inviting the whole School of Business to undertake a mid-point and end of term "learner learning experience feedback form" to gather input on course, instructor, and learning experience.	Data from the learners will be part of faculty regular activity in responding to and moving forward with course or learning changes Surveys take place each term on an ongoing basis.
14	**Gather more data from current learners, alumni, and targeted programs.**	To enhance foundational components and stay current with feedback from stakeholders require more data on current, alumni and targeted programs. Start with list of what data is missing/required and build a plan for what and how to acquire the data. • This should be conducted every 5-7 years in order to remain responsive • Summarize / confirm data to identify we are in line with what the information is showing • Engage in conversation with other action items and how this Conduct a market survey for either a Human Resources or Financial Services (or other) BBA major, documenting the offerings of competitors, considering the impact of program changes and additions to existing majors etc. - done after the curriculum mapping, PAc etc. Some parts, i.e., survey of other institutions could be done before the mapping.	Ali with Liesel and other members TBD	February 2022	February 2023	Institutional Research and Planning CTLI staff/time Survey Monkey software via CTLI/IRP	Share updates with School of Business faculty.	A plan that works to gather data each year from different areas to continually give faculty and the School of Business input on how things are going to have evidence-based decision making.

#	Objective /Goal	Action Items	People	Start Date	End Date	Resources	Monitoring	Outcomes
15	**Celebrate learning community of faculty members and support services.**	Promote business faculty on the School of Business page of the website including their community involvement. Group needs to be created to consider what is going to be celebrated and shared on an ongoing basis with a plan for how to gather.	Ali and others TBD	April 2022	Ongoing	Admin support for website input	Updates to faculty.	Plan for consistency celebrating community of faculty members and support services with details on who is involved, what is involved etc.
16	**Learning outcome development and curriculum mapping of BBA and associated programs.**	• Checklist status against DQAB requirements of a degree • Engage in program learning outcome development that apply to certificate, diploma, and degree (including inviting OGE, Indigenous learner advisors, Elders, etc. to share perspectives). • Consider discipline specific sub-outcomes (e.g., for different majors etc.) • Map program learning outcomes vs. current courses (Excel spreadsheet with formulas) via a curriculum mapping exercise. • Investigate via a Gap analysis of results, summary • Consideration of new/enhanced outcomes across courses • Review after feedback from PAC, others • Develop updated program learning outcomes and discipline specific sub-outcomes	All School of Business members	June 2021	March 2022	CTLI resources Learning Outcome website: https://niccurriculumcommittee.opened.ca/	Document sharing, checklist of sub-items and sharing with faculty as to progress, list of dates and times faculty meet with CTLI to develop and tracking progress	Updated program learning outcomes, plan for enhancing courses/ACDs etc.
17	**Learning outcome development and curriculum mapping of PDD programs.**	• Develop a collection of Program Learning Outcomes aligning to existing and proposed PDD programming. • Elders, etc. to share perspectives).	All School of Business members	June 2021	March 2022	CTLI resources Learning Outcome website: https://niccurricul	Document sharing, checklist of sub-items and sharing with faculty as to progress, list of dates and times faculty	Updated program learning outcomes, plan for enhancing courses/ACDs etc.

#	Objective /Goal	Action Items	People	Start Date	End Date	Resources	Monitoring	Outcomes
		• Map program learning outcomes vs. current courses (Excel spreadsheet with formulas) via a curriculum mapping exercise. • Investigate via a Gap analysis of results, summary • Consideration of new/enhanced outcomes across courses • Review after feedback from PAC, others • Develop updated program learning outcomes and discipline specific sub-outcomes • Appoint a faculty familiar with each PDD to develop PDD-specific learning outcomes to better facilitate further reviews, to aid in development of the PDDs, and to meet learner and employer needs. This process should be aligned with a similar process for the BBAs. • Would also include Work Integrated Learning to ensure all are in alignment				umcommittee.opened.ca/	meet with CTLI to develop and tracking progress	
18	**Engage in PDD redevelopment plan in communication with OGE.**	• Use the results from curriculum mapping and gap analysis to develop a new program plan. • Communicate the results of this evaluation and to OGE to see if this plan would work with the international marketing plan. Note that the idea of cancelling the GBM came out of learner dissatisfaction with the program and where it does / doesn't lead in terms of employment. In the eyes of international learners, they have expectations on coming to NIC that may not play out once they arrive in Canada; the issue may be alignment in terms of	Harley, Ali, Norma, Alan, Ron + and OGE representative	September 2021	September 2022	People Time Curriculum and program development resources	Share updates with School of Business faculty.	Refreshed PDD program for incoming learners that meets their needs.

#	Objective /Goal	Action Items	People	Start Date	End Date	Resources	Monitoring	Outcomes
		expectations. Perhaps the issue is more about managing expectations? It should be noted that employers are also dissatisfied and this needs to be explored. One of the issues with Internships, is finding enough to match the number of learners in a related area (Global Business). Perhaps having a program named Global Business might be presumptuous, given local opportunities. This brings us back to discussions around course design and the packages of courses we offer. It's not possible to gauge where learners hope to end up working. Re PDD GBM, it seems it was developed to gain revenue through enrollment of international learners - the program learning objectives were not specifically defined. Re naming, it's not clear whether 'global' is the most appropriate name, given the courses included. Perhaps the program can remain and be renamed; it is now known among international learners. aims (e.g., getting permanent residence). Many local businesses are not global, so a learner referencing a global business qualification may have less resonance. If this program is mostly taken by international learners, perhaps that can be the focus for future exploration						
		Explore feasibility of learners combining two one-year graduate diplomas to meet the PGWP or discontinue the one-year diploma (SS # 4) or keep the one-year PDDs and but look more closely at their structure and maybe consider stackable programming.						
		The College does not allow 2 different one-year PDDs in the School of Business. There are 5 one-year PDDs that could be options. For the latter part of this point, the admission requirement for						

#	Objective /Goal	Action Items	People	Start Date	End Date	Resources	Monitoring	Outcomes
		these programs is a bachelor's degree. Learners sometimes do not have a solid foundation to be successful in these programs, hence the need to revisit admissions requirements. The challenges around one-year PDDs require much further discussion. Would it be possible to offer a general one-year PDD for learners to build on?						
19	**BBA curriculum redevelopment**	Enhance and redesign BBA curriculum: Embed social values into program structures, course aligning with strategic plans, UNDRIP, intercultural and Indigenous perspectives, current pedagogies, assessments (including inviting OGE, Indigenous learner advisors, Elders, Program Advisory Group, etc. to share perspectives)	All School of Business members	August 2021	Ongoing	People Time Curriculum and program development resources	Share updates with School of Business faculty.	Refreshed BBA degree (and associated credentials) courses and program for incoming learners that meets their needs.
20	**PDD curriculum redevelopment**	Enhance the redesigned PDD curriculum: Embed social values into program structures, course aligning with strategic plans, UNDRIP, intercultural and Indigenous perspectives, current pedagogies, assessments (including inviting OGE, Indigenous learner advisors, Elders, Program Advisory Group, etc. to share perspectives)	All School of Business members	August 2021	Ongoing	People Time Curriculum and program development resources	Share updates with School of Business faculty.	Refreshed PDDs and courses for incoming learners that meet their needs.
21	**Enhance BBA marketing, information sharing and engagement with local high schools.**	• Goal - to increase awareness of degrees and ultimately increase enrollment. • Create a small working group that meets with Director, Future Learners and Community Engagement. • The working group will identify action items and timelines. Talking to Arts,	Ali, Alan, Murray, Judith, Norma Ali will take the lead and will determine	Fall 2021	June 2022	People Time Available time and people in Future Learners and	Share updates with School of Business faculty.	An enhanced marketing and community engagement plan focused on sharing with local high schools.

#	Objective /Goal	Action Items	People	Start Date	End Date	Resources	Monitoring	Outcomes
		Science, Technology faculty who have been through this process could inform future action items coming out of this. • Needs to be conducted in conjunction with Build 2026 and Widening Our Doorways, and in consideration with enrollment targets set for the department.	when best to get this group together based on feedback from Ali S and Danielle / Rene.			Community Engagement department.		
22	**Develop micro-credentials.**	• With information from the curriculum mapping and feedback from the Advisory Committee explore the development of micro-credentials. • More information needed from up-to-date data / surveys to better address this Action Item. For example, new learner and alumni surveys (e.g., fall 2021, winter 2022). SS survey was in 2019. • Build 2026 / Widening Our Doorways plans will inform this process. • Curriculum mapping process may enlighten ideas for micro-credentials/programming packages, along with feedback from other stakeholders (e.g., the educational advisors)	All department members	2022	Ongoing	People Time	Share updates with School of Business faculty.	One or more microcredential offerings from the School of Business meeting the needs of employers and learners.
23	**Advise Senior Leadership Tim on School of Business need for central location**	Share with senior leaders the challenges faculty are encountering being distributed in various buildings and how this is hampering collaboration and communication.	Ali	December 2021	TBD	Money People Time	Ali will share updates as he has them.	

#	Objective /Goal	Action Items	People	Start Date	End Date	Resources	Monitoring	Outcomes
24	**Establish a website for the School of Business**	When the opportunity arises, the department will push for a Content Management System at the broader institutional level, to move this item forward.	Ali with All School of Business members	TBD	Ongoing	Content Management System (CMS) and/or a new process for SoB members to contribute to their own website area	Share learning with colleagues at staff meetings etc.	School of Business website to post stories, updates, learning opportunities, insights
25	**School of Business faculty engage in more In-house professional development.**	Some of the ideas for this item have already been achieved through CTLI however in house PD more specific to Business is also needed.	Liesel and Ali	2021	Ongoing	CTLI Time	Share learning with colleagues at staff meetings etc.	All School of Business faculty engage more frequently and/or more deeply in professional development experiences throughout the year.
26	**Promote engagement opportunities with Learner Life, Learner Housing, BBA Alumni Association etc.**	• Possibly put on hold until the larger conversation has been had regarding facilities across the campus • Consult learners in terms of business interest and potential opportunities • Liaise and work with learner life - Inform learner about activities • Promote through announcements and on the school webpage • Promote Blackboard Learn "For Learners" Module • Reach out to all alumni - trying to find the non-BBA learners (pre-BBA). • Possible to have a designated Bus. learner lounge area?	All School of Business members	TBD	Ongoing	TBD	TBD	TBD

#	Objective /Goal	Action Items	People	Start Date	End Date	Resources	Monitoring	Outcomes
27	**Collect profiles of graduates and their accomplishments.**	• Exit interview to include non-NIC email address. • Share consent form for graduates to allow contact to be had a few years after graduation to stay in touch • Beef up LinkedIn and Twitter accounts for staying in touch after graduation	Ali with others	TBD	Ongoing	TBD	TBD	An enhanced collection of graduate profiles to share with incoming students, accreditation, and quality assurance activities/program review and for current students to see via NIC website.
28	**Consider strategies for hiring Indigenous people into faculty positions to align with WoD, BUILD 2026 and UNDRIP**	This is also a NICFA consideration. New postings could be formulated to recruit individuals with relevant Indigenous experience related to the needs of a School of Business course. Again, this relates to broader program considerations (e.g., Curriculum Mapping, course objectives etc.). This Item is a conversation to have after programing and Curriculum Mapping.	All School of Business members	TBD	Ongoing	TBD	TBD	TBD