

Academic Program Reviews 2004-2008

Final Program Review Summary Sheets – Centre for Continuing Education

Certificate in Marketing

Program Study Group members:

Emine Sarigollu, Associate Dean (Student Affairs), Desautels Faculty of Management, Chair
Hamid Etemad, Professor, Desautels Faculty of Management
Robert Paris, Instructor, Career & Management Studies
Charles Royce, Instructor, Career & Management Studies
Pietro Martucci, Director, Career & Management

Strengths

- There is a steady demand for this program in the community. There are sufficient numbers of students being admitted and registered to ensure that most specialized courses are offered each year.
- The teaching staff in the Marketing courses comprises well qualified practitioners teaching in their areas of expertise
- There is a rigorous evaluation of students' performance throughout the Certificate program.

Recommendations

- Conduct a series of interviews with actual and potential employers of graduates from this program to ensure content currency and coherence within the program,.
- Hold regular meetings of program instructors to ensure program coherence and coordination.
- Consider the development of a Diploma in Marketing program.
Increase marketing efforts for the program.
- Undertake a study to provide increased data on students in this program as well as other programs within Career & Management Studies (e.g. demographics, flow-through rates, post-graduation impact of the program).

March 2009

Certificate in Management

Program Study Group members:

Albert Teitlebaum, Professor (retired), Desautels Faculty of Management, Chair
Alistair Duff, Professor (retired), Desautel Faculty of Management
Irving Rosenstein, Instructor, Career & Management Studies
Charles Royce, Instructor, Career & Management Studies
Peter Tsasis, Canadian Institute of Management
Pietro Martucci, Director, Career & Management Studies

Strengths

- The completion of this Certificate with the appropriate electives satisfies most of the requirements for the Institute of Canadian Bankers (ICB) and the Canadian Institute of Management (CIM).
- This Certificate also provides the management component for students following the CGA and CMA programs.
- There is clearly a healthy demand for this program in the community.
- The Certificate in Management was designed some 30 years ago to replicate the Management Core in the BCom program in the Faculty of Management and it has maintained this to the present time.
- All the courses in the Certificate - required and complementary - are regular Faculty of Management courses with their course numbers. As the BCom program has been modified over the years, so too has the Certificate in Management.
- Admission to the BCom program with advanced standing can be obtained for students who perform very well in the Certificate.
- The teaching staff in the Certificate in Management courses are well qualified academics and practitioners teaching in their areas of expertise.
- To the extent possible, instructors in the Certificate in Management use similar course outlines, the same text books and similar exams as their counterparts teaching in the BCom core.
- There is a rigorous evaluation of students' performance throughout the Certificate program.
- A close relationship exists between CMS and relevant external organizations – ICB, CIM, CGA and CMA – which helps to ensure that the students get the maximum advantage in achieving credit towards membership.

Recommendations

- Maintain a close relationship with the BCom program in the Faculty of Management.
- Undertake a study to provide increased data on students in this program as well as other programs within Career & Management Studies (e.g. demographics, flow-through rates, post-graduation impact of the program).
- Provide additional support for instructors to ensure currency in course content and up to date teaching skills.
- Introduce guidelines to increase consistency of marking procedures across instructors and subject areas.

March 2009

Diploma in Management and Graduate Certificates in Management

Program Study Group members:

Albert Teitlebaum, Professor, Desautels Faculty of Management, Chair
Alistair Duff, Professor, Desautels Faculty of Management
Vihang Errunza, Professor, Desautels Faculty of Management
Jan Lundgren, Professor, Department of Geography
Robert Saggars, Instructor, Career & Management Studies
Emine Sarigollu, Associate Dean (Student Affairs), Desautels Faculty of Management
Therese Trainor, Instructor, Career & Management Studies
Pietro Martucci, Director, Career & Management Studies

Strengths

- For over 20 years, the Diploma in Management has offered a wide ranging set of options with a base of 5 common core management courses followed by 11 possible concentrations:
 - E-Business (formerly E-Commerce)
 - Health Care,
 - International Business
 - Leadership
 - Marketing
 - Operations Management
 - Taxation
 - Treasury-Finance
 - Entrepreneurship (added 2007)
 - Human Resources (added 2007)
 - Public Relations (added 2007)
- The Graduate Certificates have also been in existence for over 20 years ago and appeal to graduates who already have an undergraduate degree in management or business and who wish to specialize in a particular area. They choose from the same courses as the 11 concentrations in the Diploma program and complete 5 courses for their Graduate Certificate.
- There is clearly a healthy demand for these programs in the community.
- The Diploma in Management has been a very successful program at McGill for decades and continues to be so.
- The teaching staff comprises well qualified academics and practitioners teaching in their areas of expertise.
- The admission requirements for the Diploma and Graduate Certificates are in accordance with regulations established by the Graduate and Postdoctoral Studies Office.
- There is a rigorous evaluation of students' performance throughout the programs.

Recommendations

- Reintroduce the recognition of the Diploma as the part-time equivalent of the first year of the MBA for exceptional program students
- Conduct a review with respect to the actual math skills are required to complete the program.
- Review structure of program committees to ensure that the workload is manageable and that required expertise is present.
- Undertake a study to provide increased data on students in this program as well as other programs within Career & Management Studies (e.g. demographics, flow-through rates, post-graduation impact of the program).

March 2009

Certificate in Human Resources Management

Program Study Group members:

Richard Donovan, Faculty Lecturer, Desautels Faculty of Management, Chair
Jenny Constantinides, Instructor, Career & Management Studies
Manuel Mendonca, Faculty Lecturer, Desautels Faculty of Management
Pietro Martucci, Director, Career & Management Studies
Jean-Claude Provost, Faculty Lecturer, Career & Management Studies

Strengths

- There is clearly a healthy demand for this program in the community.
- The McGill Certificate in HRM has grown significantly in recent years. After a number of years of very good but level admissions, they increased by 27% in 2005/6.
- The teaching staff in the HRM courses comprises ell qualified practitioners teaching in their areas of expertise.
- There is a rigorous evaluation of students' performance throughout the Certificate program.
- The ORHRI recognizes the Diploma in Human Resources Management and the Certificate in Human Resources Management as equivalent to 2-years of the experience requirements to be eligible to write the national certification exam.
- Introduction of graduate level programs in HR Management

Recommendations

- Ensure regular contact with the ORHRI to keep the professional Ordre informed about the Centre's programs.
- Approach the OCRHA with a view to having the Certificate in HR Management and the diploma and graduate certificate programs accredited by the profession.
- Establish regular meeting of instructors within topic areas from the certificate and diploma programs to review the allocation of subjects between courses to ensure that there is appropriate coverage in breadth and depth and to eliminate duplication.
- Undertake a study to provide increased data on students in this program as well as other programs within Career & Management Studies (e.g. demographics, flow-through rates, post-graduation impact of the program).

March 2009

**Certificate in Transport & Logistics
(renamed Certificate in Logistics Management)**

Program Study Group members:

Roy N. Morrison, Professor, Desautels Faculty of Management, Chair
R. H. Ballantyne, Canadian Industrial Transportation Association
Robert D. Cairns, Professor, Department of Economics
Donald A. McKnight, Instructor, Career & Management Studies
Gordon O. Ewing, Professor, Department of Geography
Serge Faucher, Canadian Institute of Traffic & Transportation
Michel Ravacley, Canadian Association of Logistics Management
Pietro Martucci, Director, Career & Management Studies

Strengths

- There is a small but steady demand for this program in the community. The introduction of the new program in the Fall Term 2007 had a significantly incremental effect on admissions – from 12 in the Fall Term 2006 to 24 in the Fall Term in 2007.
- The teaching staff in the CLM courses comprises well qualified practitioners teaching in their areas of expertise.
- As noted above, the program is applied in nature and the instructors are practicing professionals.
- There is a rigorous evaluation of students' performance throughout the Certificate program.

Recommendations

- Commence negotiations with The Canadian Institute of Traffic and Transportation (CITT) to promote closer collaboration between both groups and to obtain recognition of the CLM courses. This is the recognized professional organization in the field and many of the students enrolled in the McGill CLM plan to proceed towards their CITT designation.
- Conduct a survey of employers to ensure that the graduates of this program meet the expectations of the market place as well as to build stronger relationships with employers.
- Undertake a study to provide increased data on students in this program as well as other programs within Career & Management Studies (e.g. demographics, flow-through rates, post-graduation impact of the program).

March 2009

Certificate in Public Relations

Program Study Group members:

Anthony Paré, Professor, Faculty of Education, Chair
Elizabeth Hirst, Instructor, Career & Management Studies
Pierre Ostiguy, Instructor, Career & Management Studies
Sheldon Phaneuf, Instructor, Career & Management Studies
Sharon Wall, Instructor, Career & Management Studies
Pietro Martucci, Director, Career & Management Studies

Strengths

- The program is academically strong and getting stronger. Recent reforms have led to greater coherence, less redundancy and increased relevance.
- Emphasis on writing. All courses in the program stress the importance of high quality writing – a writing-across-the curriculum approach that is unique at McGill.
- The program instructors are in regular, close contact, and that has led to a very coherent program.
- A highly qualified and committed teaching staff. Many have both academic and practical experience in public relations, and many have attended the Centre for University Teaching and Learning workshops on effective teaching.
- Excellent work with professionals in the community and with the teaching staff to ensure that the current high degree of relevance is maintained.
- The teaching staff is well qualified academically and professionally and meets the high expectation of students as measured by the evaluations conducted each term. Any program issues are investigated, and action taken promptly.

Recommendations

- Introduce a new specialized program in Public Relations at the Diploma level as well as a PR Concentration in the Diploma in Management to meet the needs of students who already hold an undergraduate degree.
- Develop a common system of recording teachers' qualifications and performance evaluations.
- Implement a set of grading guidelines for the evaluation of students' performance (similar to the ones currently in force in the Faculty of Management).
- Collect systematic feedback from employers with respect to the impact of the program on graduates' professional abilities.
- Seek recognition of relevant PR courses by other University units (e.g. Faculty of Management).
- Undertake a study to provide increased data on students in this program as well as other programs within Career & Management Studies (e.g. demographics, flow-through rates, post-graduation impact of the program).

March 2009

Certificate in Health and Social Services Management

Program Study Group members:

Antoinette Di Re, McGill University Health Centre, Chair
Michel Amar, Instructor, Career & Management Studies
Hélène Guay, Instructor, Career & Management Studies
Jacques Hendlisz, Instructor, Career & Management Studies
Raad Jassim, Program Director, Career & Management Studies

Strengths

- The teaching staff in the Health and Social Services courses comprises well qualified practitioners teaching in their areas of expertise.
- There is a rigorous evaluation of students' performance throughout the Certificate program.
- Membership of the current Program Committee includes senior executives in each of the sectors and they are very conscious of the needs for management training for their staff. The Committee monitors the content of the program and the quality of its output to ensure that the program remains relevant to the needs of the marketplace.

Recommendations

- Ensure the longer term viability of the program by developing a more aggressive marketing strategy through the health care and social services organizations as well as the professional orders.
- Provide additional support for instructors to ensure currency in course content and up to date teaching skills.
- Undertake a study to provide increased data on students in this program as well as other programs within Career & Management Studies (e.g. demographics, flow-through rates, post-graduation impact of the program).
- Develop an action plan to increase flow-through rates.

March 2009

Certificate in Software Development & Certificate in Systems Analysis and Design

Program Study Group members:

Jim Clark, Professor, Faculty of Engineering, Chair
Richard Donovan, Instructor, Desautels Faculty of Management
Clark Verbrugge, Professor, School of Computer Science
Fabrice Labeau, Professor, Department of Electrical & Computer Engineering
Laurent Féral-Pierssens, Instructor, Career & Management Studies
Graham Thorpe, McGill Network Communication Services
Steven Kaufman, Instructor, Career & Management Studies
Hafid Agourram, Instructor, Career & Management Studies
Malleswara Talla, Instructor, Career & Management Studies
Alfred Jaeger, Associate Dean (Academic), Continuing Education
Hang Lau, Faculty Lecturer, Career & Management Studies

Strengths

- CSD – The Certificate in Software Development provides a solid foundation in software application development. Completing the program enables a pursuit of careers such as software development and maintenance specialist, network administrator, internet and web specialists in a variety of organizations.
- SAD – The Certificate in Systems Analysis and Design provides a solid foundation in the concepts and techniques required for effective planning and design of software applications and systems. Completing this program will enable the pursuit of a career as an information technology business analyst and information support specialist in various organizations.
- While demand for higher education in IT is down, the expectation is that it would be temporary and that long term demand would be strong.
- The IT Programs have a highly qualified and committed teaching staff. Many have both academic and practical experience in the subject areas that they teach.
- Academic advising is available to all students. This includes advice on general orientation to entering a program of study in the evening, specific requirements for the CSD and SAD Certificates and career opportunities in the field of IT.
- There is a rigorous evaluation of students' performance throughout both Certificate programs.

Recommendations

- Determine market needs and trends via meetings with employers, industry representative, and graduates to determine why few students are registering for current programs.
- Conduct market research on market needs, and then, if necessary, redesign and rename programs.
- Increase the visibility of the redesigned IT programs in the marketplace through an aggressive marketing campaign.
- Examine hypothesis that outsourcing trends are a factor in lack of market interest in Montreal area.
- Undertake a study to provide increased data on students in this program as well as other programs within Career & Management Studies (e.g. demographics, flow-through rates, post-graduation impact of the program).

March 2009

**Certificate in Accounting, Certificate in Internal Audit
&
Diploma in Accounting**

Program Study Group members:

Alistair Duff, Chair
Donald Drury, Desautels Faculty of Management
Edward Heft, Instructor, Career & Management Studies
François Lemay, External Affiliation
Philippe Levy, Desautels Faculty of Management
Gilles Nolet, External Affiliation
Jean Précourt, Instructor, Career & Management Studies
Pietro Martucci, Director, Career & Management Studies

Strengths

Certificate in Accounting

- There is clearly a healthy demand in the community for this program: admissions have been increasing
- Curriculum is kept current and meets the changing requirements of the professional orders.
- Curriculum matches the equivalent courses in the Faculty of Management.
- Instructors in the program are well qualified for the courses that they teach.

Certificate in Internal Audit

- All the required courses in the program are already offered in the Certificate in Accounting and the Certificate in Management.
- Program is academically sound and appropriate for McGill's standard of excellence.
- Internal Audit courses are complements to existing courses. i.e. a minimum of extra courses are needed to mount this program.
- Instructors in the program are well qualified for the courses that they teach.

Diploma in Accounting

- Demand for this program is strong and will likely stay strong due to an increasing proportion of the population holding university degrees.
- Program meets requirements of the CA as well as the CGA and CMA professions.
- Curriculum is kept current with new developments and practices in the field and meets the changing requirements of the three professional orders.
- Students' performance in the courses is comparable to that of BCom students in equivalent courses.
- Instructors in the Program are well qualified for the courses that they teach.

Recommendations

Certificate in Accounting

- Incorporate ethical issues into the course content.
- Decouple the Certificate in Accounting from the Certificate in Management, i.e. students should no longer have to complete the Certificate in Management to receive the Certificate in Accounting.

Certificate in Internal Audit

- Abolish the Certificate in Internal Audit and develop a new Diploma level program in Internal Audit to meet the future needs of the profession, as per the recommendation of the Institute of Internal Auditors, and to reflect the students entering the program and the more demanding requirements of the profession.
- Make this new program a specialization within the Diploma in Accounting.

Recommendations for all three programs

- Instructors within topic areas from the certificate and diploma programs should meet on a regular basis to review the allocation of subjects between courses to ensure that there is appropriate coverage in breadth and depth and to eliminate duplication. This review would include, but not be limited to, an examination of course outlines, text books and examination papers.
- Prepare a table of concordance between the programs and the professional syllabi.
- Establish and maintain a bank of instructors' abbreviated *curricula vitae*.
- Undertake a study to ascertain the reasons for poor performance on the part of some students on professional examinations.
- Introduce guidelines, similar to those which exist in the Desautels Faculty of Management, to increase consistency of marking procedures across instructors and areas to address the issue of potential grade inflation.
- Undertake a study to provide increased data on students in this program as well as other programs within Career & Management Studies (e.g. demographics, flow-through rates, post-graduation impact of the program).

The Centre has also decided to implement entrance and exit surveys to help determine the reasons why students choose the Centre at McGill and why they leave.

March 2009

Academic Program Reviews 2004-2008

Final Program Review Summary Sheets – Faculty of Law

B.C.L./LL.B. Program
(Bachelor of Civil Law/Bachelor of Laws)

Program Review Members:

Catherine Walsh (Associate Dean, Academic), Co-Chair (2004-2005)

Geneviève Saumier (Associate Dean, Academic), Co-Chair (2005-2008)

Véronique Bélanger (Assistant Dean, Internal Affairs)

Charmaine Lyn (Assistant Dean, External Affairs)

Faculty, administrative & student members of Faculty of Law Curriculum Committee

Strengths:

- Unique transsystemic approach to legal education: students graduate with both civil law and common law degrees, study the world's great legal traditions in an integrated fashion within a bilingual, multi-systemic, pluralistic and dialogic legal curriculum.
- Tenure-track professors do most of the teaching, particularly with respect to required and complementary courses.
- Inquiry-based learning, interdisciplinarity and internationalization are well integrated into the program.
- The program is in excellent position in terms of applications, admissions, enrolment, retention and graduates' success in terms of career and graduate school placement.
- The program's inherent flexibility makes it easily adaptable to evolving trends
- The Faculty's innovative approach to legal education serves as model for other forward-looking institutions

Recommendations for improvement:

- Reinforce and extend global orientation of program
- Move transsystemic approach into the public law curriculum
- Delineate the scope of the transsystemic approach
- Increase transparency of admissions process and selection criteria
- Continue to focus on increasing diversity of the student body

March 2009

Graduate Programs in Comparative Law

Graduate Certificate in Comparative Law

Master of Laws (LL.M.) Thesis

Master of Laws (LL.M.) Thesis – Environment Option

Master of Laws (LL.M.) Thesis – European Studies Option

Master of Laws (LL.M.) Thesis – Bioethics Option

Master of Laws (LL.M.) Non-Thesis

Doctor of Civil Law (D.C.L.)

Program Review Members:

Marie-Claude Prémont (Associate Dean, Graduate Studies), Co-Chair (2004-2007)

Shauna Van Praagh (Associate Dean, Graduate Studies), Co-Chair (2007-2008)

Faculty, administrative & student members of Graduate Studies Committee

Strengths:

- Outstanding international reputation
- Excellence in graduate programs (in terms of courses and supervision of research and writing)
- International diversity of student body
- Diversity of programs (thesis and non-thesis programs as well as options in Bioethics, Environment and European Law)

Recommendations for improvement:

- Continue to provide and improve the support for doctoral students, in the form of funding, mentorship or teaching experience.
- Carry out more effective recruitment, in order better to match the Faculty's strengths to the pool of graduate student candidates
- Take steps towards a more streamlined admissions process; target the recruitment of law students for the comparative and interdisciplinary program offered at McGill
- Provide competitive and flexible funding packages for students
- Provide possibilities for enriched training and experience in university pedagogy for D.C.L. candidates
- Enhance faculty supervision; offer reading groups or workshops for graduate students to complement formal courses and research

March 2009

Graduate Programs in Air & Space Law

Graduate Certificate in Air & Space Law

Master of Laws (LL.M.) Thesis

Master of Laws (LL.M.) Non-Thesis

Doctor of Civil Law (D.C.L.)

Program Review Members:

Marie-Claude Prémont (Associate Dean, Graduate Studies), Co-Chair (2004-2007)

Shauna Van Praagh (Associate Dean, Graduate Studies), Co-Chair (2007-2008)

Paul Dempsey, Director, Institute of Air and Space Law

Faculty, administrative & student members of Graduate Studies Committee

Strengths:

- McGill's Institute of Air and Space Law (IASL) is the leading specialized air and space law institute in the world, of which there are very few.
- It is extraordinarily international; the Institute has an unparalleled capacity to draw graduate law students from around the world.
- It contributes to the Faculty's standing as a centre of learning with a global reach
- It meets diverse academic needs and interests by offering two LL.M programs (thesis and non-thesis), in addition to a professional Graduate Certificate.
- It leads the Faculty in ambitious and effective outreach activities.
- It has created substantial new fellowships, at both the Doctoral and Master's levels, which will have an impact on air and space law research and development for the future.

Recommendations for improvement not yet implemented:

- Conceptualize and implement an internship program
- Move into new physical space at the Faculty of Law in 2008-09; greater cross-pollination between graduate students and programs at the Faculty will be fostered

March 2009

