

TO: Mike Mahon
President and Vice Chancellor

DATE: April 10, 2013

FROM: Bob Boudreau
Chair, University Review Committee

RE: Faculty of Management – Human Resources and Labour Relations Area,
Academic Quality Assurance Review

In accordance with the U of L *Academic Quality Assurance Policy and Process*, the University Review Committee approved the review of the Faculty of Management – Human Resources and Labour Relations Area (HRLR) at its October 23, 2012 meeting.

The Program Review Committee for this review was comprised of Mahfooz Ansari, Richard Perlow, Kelly Williams-Whitt, and Robert Runte. The review produced four documents:¹

1. *Human Resource Management and Labour Relations Quality Assurance Review* (May 23, 2012) – self-study report developed by the HRLR Program Review Committee.
2. *Human Resource Management and Labour Relations Quality Assurance Review: External Reviewers Report* (July 9, 2012) – prepared by external reviewers Trevor C. Brown (Memorial University) and Colin Nemeth (retired Esso HR executive).
3. *Human Resource Management and Labour Relations Quality Assurance Review: Response to External Reviewers Report* (August 10, 2012) – response of the Program Review Committee to the external review.
4. *Quality Assurance, Faculty of Management, Human Resource Management and Labour Relations: Response of the Dean* (September 26, 2012) – response to the review, written by Robert Ellis, Dean of Management.

Self Study

The self study found the following major strengths for the program:

- The courses for this area are effective in covering the basic business knowledge required for Certified Human Resources Professional (CHRP) designation.
- The program provides adequate coverage of research methods and statistics, though some faculty think that students need more knowledge and skills in data evaluation.
- The program core courses and electives provide good coverage of corporate social responsibility, ethical awareness, international management, and diversity management.
- The program has excellent coverage of organizational behaviour, leadership, labour relations, and staffing.

¹ All documents are available upon request.

There are several weaknesses in the existing program:

- Courses in labour and employment law are rarely offered, and offered inconsistently across campuses.
- Courses in compensation and benefits are offered infrequently, and not on all campuses.
- Courses in the following areas have limited coverage in the program: training and development; performance management; and occupational health, safety, and disability management.
- Many electives are not directly relevant to HRLR.
- There are too few full-time and tenure track faculty members with a terminal degree in the HRLR area.

There are five main concerns to be addressed for the future:

- The program should be more closely aligned with professional designation criteria, while preserving the liberal education component.
- The program needs a sufficient number of both academically qualified and professionally qualified faculty.
- Resources must be shared across campuses.
- Small class sizes must be preserved.
- Students must receive an equivalent education across the three campuses.

There are four major recommendations for the program:

1. Increase the number of HRLR courses required to graduate.
2. Develop new courses to address gaps in HRLR topics.
3. Eliminate the electives that are not closely related to the HRLR area.
4. Increase the number of full-time, tenure-track faculty members on the Calgary and Edmonton campuses that have expertise in labour relations and compensation and benefits.

External Review

The External Review Report commented that the HRLR program has the opportunity to bridge the research-practice divide that is often problematic in business education. In addition, moving to accreditation by the Association to Advance Collegiate Schools of Business (AACSB) will benefit the program. It will facilitate continuous improvement, allow national and international recognition, boost student and faculty recruitment, and ease the entry of graduating students into Masters programs.

The report had nine major recommendations for improving the program:

1. Implement the revised curriculum outlined in the Self Study Report. This will significantly strengthen the program and align it with CHRP requirements.
2. Consider the appropriate placement of some courses currently housed in the program.
3. Add several new faculty members to enable the launch of the new curriculum and allow for successful accreditation by the AACSB.

4. Consider moving towards a required, structured cooperative education program component. This will give the program a competitive advantage.
5. Develop a list of General Liberal Education Requirement (GLER) courses that are related to HRLR, to give direction to students in the program.
6. Develop a formal relationship with HRLR professional associations.
7. Consider alternative delivery methods for courses in the program.
8. Ensure that quantitative and qualitative techniques are covered appropriately in Management 2700.
9. Enhance research and scholarship in the HRLR area group, by providing assistance to allow Masters-prepared faculty members to pursue research-focused Doctorates, and by enhancing access to research funding and research collaborations.

Program Response

In their Program Response, the Program Review Committee accepted the nine recommendations from the External Review Report. In particular, the Program Review Committee agreed that the program can offer a unique balance between research and practice, and that increasing research and scholarship and strengthening relationships with the practicing community are two key ways to do this.

Dean's Response

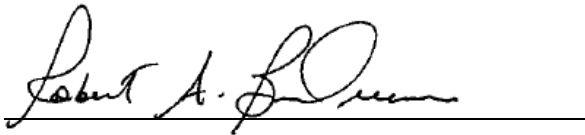
In his response to the results of the review, Dean of Management Robert Ellis praised the "valuable insights" from the process and discussed the course of action for responding:

- HRLR will implement a proposed new curriculum by 2014. The new curriculum will allow students to develop the Required Professional Capabilities to become a Certified Human Resources Professional. It will balance professional knowledge and practice. Implementation will be done in four stages:
 1. Develop new courses for Spring and Fall 2013 (Labour and Employment Law, Occupational Health and Safety, Compensation and Benefits, Performance Management and Motivation, and Training and Development).
 2. For Fall 2013, remove from the Calendar HRLR courses that have not been offered in a long time.
 3. Refine the GLER course list by Fall 2013.
 4. Submit major curriculum changes Fall 2013, for Fall 2014 implementation.
- MGT 1000 - Introduction to Management will continue to be taught by HRLR faculty, as these faculty "have been highly successful teaching similar courses in the past."
- Consulting courses will continue to be taught by a faculty member within HRLR, as this person has the appropriate knowledge and experience.
- HRLR faculty will identify options for making existing HRLR faculty expertise available across the three campuses.
- Subject to budgetary approval, HRLR will hire a PhD-level faculty member for the Calgary campus.

- The Curriculum Committee will study the development of a required co-op component for HRLR.
- In 2011-12, Mgt. hired a co-op Field Advisor to develop new co-op placements, which increased from 173 (2010-11) to 230 (2011-12). By 2013, the co-op program will be offered to second year students.
- HRLR will develop a list of GLER courses that are most relevant for this area.
- To enhance relationships with external communities, HRLR faculty members will join the Human Resources Association of Calgary and the Human Resources Management Association of Edmonton. The Executive Director of the Human Resources Institute of Alberta was appointed a member of the Calgary Campus Advisory Board in Spring 2012.

The University Review Committee is satisfied that the Faculty of Management – HRLR Area academic quality assurance review has followed the U of L's academic quality assurance process appropriately, and acknowledges the successful completion of the review.

Sincerely,

A handwritten signature in black ink, appearing to read "Robert A. Boudreau", is written over a horizontal line.

Robert A. Boudreau

Chair, University Review Committee

Cc: Andrew Hakin, Provost and Vice President (Academic)