Memorandum

To: D. Horvath, Dean, Schulich School of Business;  
    M. Biehl, Associate Dean, Schulich School of Business;  
    F. Quadir, Interim Dean, Faculty of Graduate Studies

From: Ananya Mukherjee-Reed, Dean, LA&PS

Date: October 23, 2017

Subject: SSB proposals in MMKG and MSCM

I am writing regarding the above-named programs proposed by the Schulich School of Business (SSB) which have been forwarded to me for consultation. LA&PS is able to support these proposals only if they are considered together with our proposals for graduate programs for the York Markham Centre Campus. Our position is that the two sets of proposals from SSB and LA&PS not be reviewed in isolation, but rather considered together. The LA&PS proposals, attached here for convenience, will be submitted to FGS APPC in November with external review to follow.

We believe that there is a way forward where both SSB and LA&PS can realize their academic aspirations. More importantly, we are keen to find a way forward for York as an institution to fully realize its potential as a dynamic multi-campus university that Markham presents.

Seen in this context, my suggestion is that both sets of proposals from SSB and LA&PS be considered in 2017-18 by all governance bodies throughout the approval process (i.e. FGS APPC, FGS Council, ASCP and Senate). This will enable each of these bodies to examine the proposals in the context of York’s evolving multi-campus framework. The multi-campus framework is a critical element in considering the impact of the programs of the two Faculties on each other and issues of duplication.

We are confident that when viewed side by side it will be apparent to the reviewers that these four proposals expand York’s offerings vis-à-vis its competitors. In developing its proposals, LA&PS has undertaken a thorough environmental scan and has sought to identify gaps in offerings by other schools, including SSB; as such, the programs are intended to serve curricular needs that otherwise may be exploited by York’s competitors in the GTA.
In what follows, I have elaborated on two points. Section I discusses potential concerns about duplication between the two sets of programs. Section II discusses the evolution of graduate business education in North America, especially for multi-campus universities.

I. Issue of duplication

Both sets of programs proposed by SSB and LA&PS have some commonalities. This is to be expected, as they belong to the same broad field of Management and both purport to prepare students for employment in the same environment. Within this general framework, and particularly within evolving fields such as Supply Chain Management, there are several opportunities for offering programs that can be adequately differentiated. This is acknowledged in the SSB proposal for the Master of Supply Chain Management it states: “there is strong demand but no dominant model for how best to deliver a master of supply chain management program” (p.6). Indeed, a careful perusal of the SSB and LA&PS proposals reveals such a differentiation is between the two.

Location and delivery site: The LA&PS MSc will be available only at the Markham campus starting in 2021 and has been designed to align with specific industry needs in York Region and to support the objectives of the Markham campus. Though the program will not launch until 2021, it is coming forward now in order to secure the necessary agreements with industry partners who have expressed their interest in working with the program, and to secure field placements with employers. The Diploma will also be launched in 2021 for the Markham campus.

Target audience: The LA&PS programs target candidates with a business background; SSB programs target a much wider audience. Accordingly, the SSB curriculum includes courses that provide the essentials of business knowledge. The LA&PS program requires students without a business background to complete a separate Graduate Diploma in Management Practice, before they can enter the Masters program.

Nature of the Degree: SSB’s proposals explicitly position themselves away from “Science”, while the MSc in Management is purposefully a Master of Science, with a focus on training participants in evidence-based decision making.

Learning outcomes: Both SSB proposals aim to prepare non-business students for professional opportunities in the world of business. The LA&PS Masters aims to provide specific tools and methods of applied research in selected focus areas. Obviously, both programs must deliver the primary learning outcomes necessary for functioning effectively in the world of business, such as effective communication, the ability to work in teams, the ability to use data to make informed decisions, etc.

Credit Structure: SSB’s programs are far more extensive in terms of credit requirements. 42 credits are required for MMKG and 39 for MSCM (plus the mandatory pre-start programs). The LA&PS program requires 18 credits plus a Major Research Paper. Applicants without a business background are required to take the Graduate Diploma in Management (15 credits). The credit structure of the LA&PS program is particularly intended to serve part-time students with work experience. (Please note that FGS required our proposals to remove any reference to advanced standing because it is not done at the graduate level at
York, and yet SSB proposals elaborate on SSB policy of advanced standing applicable to these new programs as well.)

The above shows that, rather than competition or duplication, the two sets of proposed programs will allow York University to better serve distinct groups of students with different backgrounds and different career goals, thus expanding its coverage of the market. We acknowledge the need to communicate clearly the distinctions among the various programs in order to avoid confusion and to enable prospective students to ascertain which program best fits their needs, a principle which extends to program names. LA&PS proposes to ask external reviewers to assist in identifying a name for the proposed management MSc that will differentiate it from SSB’s existing Master of Management, as well as its proposed MMKG and MSCM programs. Our hope is that the external reviewers will help us in identifying a name that conveys the distinct nature and objectives of the program, and makes possible its recognition by the appropriate ranking institutions in the field.

It is likely that SSB’s programs will have some impact on the opportunities for LA&PS at Markham. However, LA&PS sees itself as a member of the globalized, competitive and innovative world of knowledge and understands the challenges that come with it. We are at a unique point in our history, and are keen to embrace both the opportunities and challenges that Markham presents.

This is why it is critical that all governance bodies assess the two sets of proposals together.

II. The evolution of models for delivering graduate education in the field of Business/Management in Canada and the US

It is often argued that respectable universities do not offer graduate programs in Business/Management through multiple Faculties/Schools. While this may have been accurate in the past it appears that today, several universities actually do (please see Appendix 1 below). The models that have evolved are incredibly diverse. They range from universities that have two business schools on the same campus (e.g. University of Virginia); multi-campus universities which have multiple business schools on their different campuses (University of Toronto St. George and Mississauga); or universities which host several graduate business programs in the same Faculty as well as in different Faculties on the same campus (e.g. Waterloo).

The University of Virginia’s highly reputed Darden School of Business, with its MBA (*Financial Times* Global MBA rank: 35) and PhD programs, *co-exists on the same campus* with the McIntire School of Commerce. The latter offers the MS in Commerce, the MS in Accounting, the MS in Global Commerce, and other programs.

Purdue University has two entities offering graduate business programs on its two campuses. The Krannert School of Management (*Financial Times* Global MBA rank: 69) offers a full suite of graduate programs, while the College of Business on their Northwest campus also offers the MBA and Master of Accountancy programs.
In Canada, two top universities provide very pertinent examples: University of Toronto and University of Waterloo.

University of Toronto Mississauga (UTM) offers a Masters program in Management and Accounting, quite separate from Rotman. On July 1st, 2013, the Institute for Management & Innovation (IMI) was created at UTM to host professional masters programs, including the Master of Management & Professional Accounting (MMPA) program. UTM now hosts five different graduate programs in Management. The MBA and the EMBA remain with Rotman.

University of Waterloo also offers its graduate programs in Business/Management through a multi-Faculty/multi-Center framework.

Waterloo’s Faculty of Engineering hosts a Department of Management Sciences, which offers the MSc and the PhD degree. The same Faculty also hosts the Conrad Business, Entrepreneurship and Technology Centre. The Conrad Centre offers a Master of Business, Entrepreneurship and Technology (MBET) and a Graduate diploma in business and entrepreneurship. In addition, Waterloo has a separate School of Accounting and Finance in the Faculty of Arts, which offers three different masters programs and a PhD in Accounting.

**Rationale for the evolution**

Why have leading universities opted for these diverse delivery models of graduate business/management education? Clearly, the ‘one business school’ as was dominant before is no longer viable for all universities. Several reasons can be hypothesized for this development.

The first reason could lie in the evolution of the field itself. Fields of knowledge are essentially dynamic, and as such, they develop in ways that outgrow existing institutional structures. Professional fields such as Business perhaps are in even greater need for innovation, as they have to prepare practitioners for evolving fields of practice under constantly changing organizations and structures of business. If universities are to be effective, then they should be able to respond nimbly to the dynamics of knowledge creation, which is their ‘core business’.

Two megatrends are routinely mentioned in the literature: a changing nature of work (less manual, more intellectual) and a greater access to the education. These trends have caused the demand for graduate professional programs to rapidly outgrow what small elite MBA programs can provide. Students’ goals are changing as well: now they seek not to just qualify to be a manager, but to become a specialist with rigorous training in a selected field. Hence the observed numbers of new Master of Science programs. Highly ranked, established business schools often farm out these new graduate degrees to other schools or campuses to preserve their MBA image and positioning.

An illustrative example can be found in the University of Michigan (UM). The Ross School of Business (Financial Times Global MBA rank: 23) on the flagship Ann Arbor campus of UM offers the standard repertoire of business programs. UM’s Dearborn campus hosts a College of Business which offers the MBA, MS in Accounting, MS in Business Analytics, MS in Finance, MS in Information Systems, and MS in Supply Chain Management programs. UM’s Flint campus also offers MBA and MS in Accounting degrees without a School or College of Business.
The UM model shows two interesting aspects. On the one hand, it offers the same core programs on multiple campuses, most notably the MBA. At the same time, it also shows a diversity of offerings and different specializations on the different campuses.

This leads us to the second reason why the diversities of programming may have evolved in the various ways they have, i.e., considerations of financial viability. As universities have evolved into multi-campus, multi-Faculty entities, each unit is presumably required to be financially viable, without the need for cross-subsidization from central administrations. As programs in Business are the most demanded programs, and present the possibility to serve diverse market segments with diverse program offerings, universities have opted to maximize these opportunities. The best universities have, of course, combined these financial considerations with innovative programming, as is ideal.

Markham presents a unique opportunity to strengthen York’s established leadership in business-related fields in a number of ways. As York develops into the multi-campus framework, it is critical that we build brand “York” much more proactively than we have done so far. As is often said about York, we are less than the sum of our parts. This makes us vulnerable to all kinds of agendas from our competitors, particularly in this regime of differentiation.
Appendix 1

Delivery of Graduate Program in Business/Management in Canada and the US

Same campus

University of Virginia (US)
- **Darden School of Business**: MBA (FT\textsuperscript{1} Global MBA rank – 35), MBA for Executives, Global MBA for Executives, PhD; no undergraduate program
- **McIntire School of Commerce**: MS in Commerce, MS in Accounting, MS in Global Commerce, MS in Management of IT\textsuperscript{2}.

University of Waterloo (Canada)
- **Faculty of Engineering**: Department of Management Sciences (MSc and PhD)
- **Faculty of Engineering**: Conrad Business, Entrepreneurship and Technology Centre offers a Master of Business, Entrepreneurship and Technology (MBET) and a Graduate diploma in business and entrepreneurship
- **Faculty of Arts, School of Accounting and Finance**: 3 different masters programs and PhD in Accounting

Multi-campus universities
*Note: For the US we have taken multi-campus universities as those which are under one President, as opposed to ‘university systems’ like the University of California system.*

University of Toronto (Canada)
- **Rotman School of Management** (FT rank – 65)
- **UT Mississauga Institute for Management and Innovation**: Master of Management & Professional Accounting, Master of Management of Innovation, Master of Forensic Accounting \textsuperscript{3}

UBC (Canada)
- **Sauder School of Business** (FT rank in 2016 – 94)
- **UBC Okanagan Faculty of Management**: Master of Management\textsuperscript{4}

Arizona State University (US)
- **Carey School of Business**: MBA, MS in Management (Financial Times- #1 Master of Management, US), various other masters degrees, PhD

---

\textsuperscript{1} Financial Times Global ranking of MBA programs 2017. This is one of the most respected rankings, but only shows the top 100 \url{http://rankings.ft.com/businessschoolrankings/global-mba-ranking-2017}

\textsuperscript{2} \url{https://www.commerce.virginia.edu/}

\textsuperscript{3} \url{http://www.utm.utoronto.ca/imi/graduate-programs}

\textsuperscript{4} \url{http://management.ok.ubc.ca/prospective-students.html}
- **Thunderbird School of Global Management**, Glendale Campus, with global campuses in Dubai, Geneva and Moscow: Master of Global Management; Master of Arts in Global Affairs Management; Executive Master of Global Management

**University of Michigan (US)**
- **Ross School of Business** (FT rank – 23)
- **UM Dearborn College of Business**: MBA, MS Accounting, MS-Business Analytics, MS in Finance, MS-Information Systems, MS Supply Chain Management.\(^6\)
- **UM Flint**: MBA, MS Accounting.\(^7\)

**University of Washington (US)**
- **Foster School of Business, Seattle** (FT rank – 41)
- **Milgard School of Business at Tacoma campus**: MBA, MS in Business Analytics, Master of Accounting, Master of Cybersecurity and Leadership.\(^9\)

**Indiana University (US)**\(^10\)
- **Kelley School of Business, IU Bloomington** (FT rank – 47)
- **IUPUC** (MBA), **IU East** (MS Management), **IU Kokomo** (MBA), **IU Northwest** (MBA), **IU South Bend** **Leighton School of Business and Economics** (MBA, MS in Accounting, Graduate Certificate in Business), **IU Southeast** (MBA, MS in Strategic Finance). Only IUPUI (Indianapolis) is affiliated with Kelley.\(^11\)

**Purdue University (US)**\(^12\)
- **Krannert School of Management** (FT rank – 69)
- **Purdue Northwest, College of Business**: MBA, Master of Accountancy\(^13\)

**Rutgers University (US)**
- **Rutgers Business School–Newark and New Brunswick**: MBA, Accounting Masters

**School of Business, Camden**: MBA - Concentrations offered in MBA: Accounting, Ecommerce, Entrepreneurship, Finance, International Business, Management, Marketing, and Operations Management

---

\(^5\) The University of Michigan, with Central and North Campuses (both in Ann Arbor), is headed by a President. It has two regional campuses in Flint and Dearborn, both headed by Chancellors who apparently report into the UM President.

\(^6\) [https://umdearborn.edu/cob/graduate-programs/degree-programs](https://umdearborn.edu/cob/graduate-programs/degree-programs)

\(^7\) [https://www.umflint.edu/graduate-programs](https://www.umflint.edu/graduate-programs)

\(^8\) The University of Washington has campuses in Seattle, Tacoma, and Bothell. The President is based in Seattle (the flagship campus). The Tacoma and Bothell campuses are each headed by Chancellors who are members of the UW Board of Deans and Chancellors.

\(^9\) [http://www.tacoma.uw.edu/milgard/programs](http://www.tacoma.uw.edu/milgard/programs)

\(^10\) Indiana University System has its main campus in Bloomington. The other campuses are each headed by a Chancellor.

\(^11\) [https://www.iu.edu/campuses/index.html](https://www.iu.edu/campuses/index.html)

\(^12\) Purdue University has its main campus in West Lafayette. It has two regional campuses now housed under one name, Purdue University Northwest, which is headed by a Chancellor.

\(^13\) [https://academics.pnw.edu/business/graduate-programs/](https://academics.pnw.edu/business/graduate-programs/)