

THE REVIEW PROCESS

In May 2024, Dr. Deborah Cohen, Dean for the School of Management at the time, and Dr. Sinan Caykoylu, head of the MBA program at Vancouver, assembled this independent team of experts to review NYIT Vancouver's MBA program. The review team consisted of Dr. Sudhir Nair (Gustavson School of Business, University of Victoria), Dr. Luana Carcano (Beedie School of Business, Simon Fraser University), and Dr. Joe Ilsever (Centre of Excellence in Analytics, British Columbia Institute of Technology). Contact information of the reviewers provided below.

We were provided with a self-study on July 1st, 2024, and had the opportunity to meet key stakeholders (i.e., students, faculty, and a variety of staff and administrators) until November 1st, 2024, when the report due date was set. We would like to thank all the stakeholders who participated in this review process and appreciate the time and comments they have given us during the review process.

<p>Dr. Sudhir Nair Director, PhD Program Gustavson School of Business University of Victoria PO Box 1700 STN CSC Victoria BC, V8W 2Y2 sudhirn@uvic.ca</p>	<p>Dr. Luana Carcano Academic Director, Faculty Advisor, Merrill Family Global Campus Experience Beedie School of Business Simon Fraser University 8888 University Drive, Burnaby, BC luana_carcano@sfu.ca</p>	<p>Dr. Joe Ilsever, CPA, IMA (USA) , FICB (Canada) BCIT Centre of Excellence in Analytics Faculty 3700 Willingdon Ave. Burnaby, BC, V5G 3H2 Joe_Ilsever@bcit.ca</p>
--	---	--

FINDINGS

MAJOR STRENGTHS OF THE DEGREE PROGRAM:

NYIT Vancouver's MBA program demonstrates notable strengths through its comprehensive approach to modern business education. Its commitment to experiential learning through case studies, practicums, and industry engagement effectively prepares students for real-world business challenges, making graduates particularly attractive to employers. The program's global orientation encourages students to examine socioeconomic issues through diverse cultural and ethical perspectives, a crucial skill enhanced by cross-campus faculty collaboration and interdisciplinary learning approaches. Furthermore, the program's emphasis on technology and data analytics, supported by Bloomberg terminal access and training in key analytical tools, ensures students develop strong data-driven decision-making capabilities, directly responding to AACSB's emphasis on digital competency in MBA education. The program's AACSB accreditation, both in its initial achievement and ongoing maintenance, represents a significant milestone that validates the program's high academic standards, continuous improvement processes, and commitment to excellence in business education.

PRIORITY ENHANCEMENT AREAS

Although the MBA program demonstrates strong foundational elements, our panel has identified ten key areas for development that build upon existing strengths in experiential learning, global orientation, and technological integration. The recommended enhancements focus on expanding industry partnerships through formalized corporate relationships and dual-degree programs, strengthening global presence through cross-campus initiatives, and developing international exchange opportunities. The panel recommends significant investment in faculty development and research capabilities, supported by enhanced experiential learning programs. To maintain technological proficiency, we propose digital curriculum modernization incorporating emerging technologies and advanced analytics capabilities. Program flexibility enhancements through hybrid learning options and modular structures will ensure responsiveness to evolving student needs. Integration of societal impact initiatives, leadership development programs, and strengthened alumni networks will further distinguish New York Institute of Technology's MBA program.

RECOMMENDATIONS

RECOMMENDATIONS FOR FACULTY

Recommendation 1: COMMUNITY ENGAGEMENT AND SOCIAL IMPACT

Knowledge creation with societal impact (e.g., sustainability, social entrepreneurship) could be emphasized through focused coursework. Research projects can address local and regional socio-economic issues (e.g., Indigenous Businesses), creating impactful knowledge and fostering stronger community connections. This approach aligns with New York Institute of Technology 2030 priorities and AACSB's vision while strengthening the program's relevance to its immediate community and broader societal needs.

RECOMMENDATIONS REGARDING RESEARCH

Recommendation 2: PRACTITIONER ORIENTED RESEARCH

Faculty research could have a dual focus on academic credentials and practical experience. The program can support master's level applied research and encourage more localized, practitioner-based research to build its reputation. Publishing practitioner-oriented research through platforms like "The Conversation" can build the program's brand and foster relationships with local businesses.

Considering the small size of faculty and limited research resources, practitioner-oriented research can help the program effectively build its scholarly output. This approach can allow faculty to conduct meaningful studies within their existing teaching roles without requiring expensive facilities or grant funding. The relatively streamlined nature of practice-based research, combined with professional journals' typically faster review cycles, enables faculty to build publication records through work that directly benefits a larger audience.

RECOMMENDATIONS REGARDING INTERNAL AND EXTERNAL RELATIONSHIPS

Recommendation 3: SOFT SKILL AND ALUMNI NETWORK DEVELOPMENT

While technical skills are well-covered within the MBA program, more emphasis could be placed on developing social soft skills such as leadership, adaptability, and emotional intelligence. The program can encourage high-cognitive skills development through critical thinking and decision-making exercises.

Alumni networks and mentorship initiatives could be expanded through a comprehensive program that includes alumni-student collaboration projects, inclusion into the advisory board, guest speaker series, and regular networking events to support New York Institute of Technology Vancouver MBA's objective of career-ready education. This integrated approach not only strengthens professional connections and creates an extensive support system for graduates entering or advancing in the workforce but also develops crucial soft skills sought by employers – such as communication through networking interactions, emotional intelligence through mentorship relationships, leadership capabilities through collaborative projects, adaptability through exposure to diverse industry perspectives, and professional etiquette through real-world business interactions. The dynamic engagement between alumni and current students creates a strong professional ecosystem that

enhances both technical knowledge and essential interpersonal competencies required in today's workplace.

Recommendation 4: EXPERIENTIAL LEARNING AND INDUSTRY CONNECTION

Practical experience could be central to the MBA program through co-op or internship programs. This approach can equip students with relevant and applied work skills while elevating New York Institute of Technology's image in the local market. The integration of platforms like Riipen can facilitate connections between students and businesses for real-world projects. This experiential learning approach gives students hands-on experience with real business challenges, significantly improving their job readiness. The practical exposure becomes particularly valuable for international students seeking Canadian work experience and helps differentiate the program in a competitive market.

RECOMMENDATIONS BASED ON ORGANIZATIONAL AND FINANCIAL ASSESSMENT

Recommendation 5: EDUCATIONAL PATHWAY AND PROGRAM FLEXIBILITY

As the Federal Government tightens student visas to Canada, a comprehensive approach to educational pathways becomes crucial. The program could establish strategic partnerships with local institutions such as BCIT, Langara College, and Columbia College to create seamless transitions from diploma to undergraduate to graduate levels. This collaboration could extend to online universities to enhance educational models and ensure program sustainability. Given the increasing demand for flexible MBA programs, expanding course delivery options through part-time, online, and hybrid models can enhance accessibility and appeal to a diverse student body. Developing online course offerings across New York Institute of Technology's three campuses can provide additional opportunities for students to learn and network, aligning with New York Institute of Technology 2030 goals.

Recommendation 6: FACULTY MANAGEMENT

Given New York Institute of Technology Vancouver's small faculty size, the program's delivery could be significantly impacted if even one faculty member becomes unavailable due to illness, sabbatical, personal leave, or other circumstances. To mitigate this operational vulnerability, New York Institute of Technology Vancouver could develop robust contingency plans that include leveraging the expertise of New York Institute of Technology New York faculty through hybrid or remote teaching arrangements. This cross-campus collaboration would not only ensure program continuity during faculty absences but also enrich the learning experience by exposing students to diverse teaching perspectives and establishing stronger connections between the Vancouver and New York campuses.

RECOMMENDATIONS BASED ON RESOURCES AND INFRASTRUCTURE ASSESSMENT

Recommendation 7: DIGITAL TRANSFORMATION AND INNOVATION

The program can prepare students for a digitally driven world by including comprehensive courses on AI, blockchain, and digital transformation strategies. Modules on digital ethics, cybersecurity, and technology management can be integrated to enhance students' readiness for digital challenges. Partnerships with tech firms for project-based learning and guest lectures on digital transformation trends can help further enrich students' digital readiness and practical capabilities.

Recommendation 8: CERTIFICATIONS

The program could facilitate opportunities for students to prepare for and obtain industry-recognized professional certifications, including but not limited to Digital Marketing, Data Analytics, Project Management Professional (PMP), Chartered Financial Analyst (CFA), and Six Sigma certifications, thereby enhancing their market competitiveness and validating their specialized expertise for potential employers.

RECOMMENDATIONS FOR LONG-RANGE PLANNING

Recommendation 9: GLOBAL CONNECTIVITY AND CAMPUS INTEGRATION

The MBA program could better integrate its multiple campuses to create stronger global and local connections. This integration can be achieved through collaborative projects between students and faculty across campuses, providing exposure to diverse markets and business practices. Cross-campus projects will encourage students to collaborate with peers from different geographical regions, improving teamwork, cultural competence, and adaptability—crucial skills in a globalized business environment. This unique advantage of multiple campuses in different countries can differentiate the program from competitors, making it more attractive to students seeking both global and local business education.

Recommendation 10: CONTINUOUS IMPROVEMENT MINDSET

A mindset of continuous improvement could be adopted, particularly in refining learning outcomes and assessment rubrics. External stakeholders, including the business advisory board, could be involved in curriculum mapping to ensure alignment with industry needs. This approach can help maintain high academic standards while ensuring program relevance in the marketplace. The use of AI tools to enhance rubrics and streamline feedback can improve both assessment efficiency and quality. This commitment to continuous improvement aligns with accreditation requirements and demonstrates the program's dedication to maintaining excellence.