

Responses to the External Review of the MBA program

We would like to begin by acknowledging the hard work of the external reviewers and thank them for their time, effort, and consideration. We would also like to thank all students, staff, and faculty who took the time to participate in the review process.

The reviewers agreed that the program met the standards included in the Degree Program Review Criteria and Guidelines published by the Ministry of Advanced Education, Skills and Training at the time of the external review process. The review committee also, provided a list of recommendations to help us further advance our program.

We concur with the overall recommendations provided by the external review board, as they align with our vision to continuously improve our program. Our comments and actions we have taken to address each recommendation is presented in the order of standards it relates to.

Standard 2: Credential Recognition and Nomenclature

Recommendation 8: Certifications

Response: In recognition of professional certifications' importance, we collaborated with Career Services to identify and promote valuable certifications available to students at reduced or no cost. A comprehensive list of free and reduced-cost certifications was compiled and shared with Career Services for distribution to all interested NYIT students. The Project Management Institute (PMI) recognized that our core courses combined with the Project Management elective (MGMT 765) provide sufficient preparation for students to directly register for the PMP exam. We are initiating discussions with various certification organizations to integrate preparatory content for certifications such as Six Sigma (Green Belt), Lean Management, and APICS certifications (e.g., CPIM) into our curriculum. These initiatives enhance our students' employability by validating their specialized skills in operations and supply chain management. Each semester, the CFA Institute organizes an information session to encourage our graduates to pursue CFA certification. Additionally, through our finance and economics core courses, we encourage students to utilize the Bloomberg terminal on campus to obtain Bloomberg certification at no cost, which they can display as a badge on their LinkedIn profile.

Standard 3: Curriculum/Program Content**Recommendation 1: Community Engagement and Social Impact**

Response: The School of Management is actively implementing initiatives that bridge academic rigor with practical business applications, particularly emphasizing sustainability and indigenous perspectives across our curriculum. For example, our mandatory Professional Development (BUSI 610) course now includes research components focused on indigenous issues, encouraging students to critically examine their future responsibilities as managers operating on unceded territories. Additionally, our World Trade elective course addresses crucial contemporary topics including sustainability, social entrepreneurship, and indigenous affairs. Also, we have started to work with the accounting professor to integrate analysis of sustainability reports from local Canadian companies and introduce ESG accounting (sustainability accounting) principles, ensuring students understand contemporary sustainability accounting practices. All core marketing course (MGMT 620) group projects are around the theme of sustainability and social entrepreneurship (specifically marketing plans pertaining to waste management initiatives from point of origin to the point of destination)

Recommendation 3: Soft Skill and Alumni Network Development

Response: To measure students' soft skill development, the MBA program employs a Goal Validation Scoring (GVS) system. Instructors evaluate both assignments and learning goals including leadership, teamwork, and ethical and social awareness. A score above 3 indicates achievement of these learning goals. Students must complete zero-credit Grad Communication (NYIT 610) and Professional Development Seminar (BUSI 610) courses, which focus on communication techniques, time management, group work, and community awareness. The university is developing a new professional practice course, from which we plan to adopt relevant elements to enhance our soft skill training. Career Services and Student Affairs provide additional workshops supporting continuous skill development.

Regarding alumni network development, despite positive feedback from current engagement efforts, we recognize the need for a more systematic approach. We are collaborating with our campus Alumni Director to strengthen our network through structured initiatives, including expanding our advisory board with strategic alumni appointments and establishing a regular guest speaker series featuring accomplished graduates. series featuring accomplished alumni. These initiatives will create more meaningful connections between current students and successful graduates while providing valuable networking and learning opportunities.

Recommendation 4: Experiential Learning and Industry Connection

Response: We upgraded our agreement with Riipen (as recommended), granting unrestricted access to their platform for all faculty members. This enables our faculty to engage with real clients on practical projects. In fact, we successfully completed our first project through Riipen this fall semester, and we aim to complete at least three such projects this academic year and at least five in following academic years.

While several courses and instructors maintain strong ties with local businesses, we are also expanding these relationships through our newly appointed experiential education coordinator. The experiential education coordinator helps facilitate joint instructor and employer evaluation that leads to a grade. The coordinator also actively works to find differing varieties of experiential education opportunities. This Fall they were introduced 2 new internship opportunities to our students.

Recommendation 7: Digital Transformation and Innovation

Response: The School of Management is taking decisive action to ensure our MBA program reflects the evolving technological landscape. Under the Dean's leadership, we have initiated a comprehensive AI integration project across our entire MBA curriculum. This transformation encompasses both core and elective courses, representing a strategic response to the growing importance of AI in business. Our approach goes beyond simply adding AI-related content; we are fundamentally redesigning courses to incorporate AI as both a learning tool and a subject of critical analysis. To facilitate this transformation, the Dean has engaged an external consultant specializing in AI curriculum integration. This expert is providing personalized support to faculty members through face-to-face consultations and has developed a repository of practical examples that faculty can adapt to their specific courses. While these resources are available as guidance, faculty maintain the autonomy to develop and implement AI integration methods that best suit their course objectives. The ultimate goal is to ensure that students, regardless of their chosen specialization, develop proficiency in leveraging AI tools in ways that enhance their marketability, contribute to organizational success, and create value for the broader community. The curriculum transformation is currently underway, with a projected completion by the end of the Spring semester. We plan to launch these AI-infused courses beginning in the 2025-26 Academic Year.

Recommendation 9: Global Connectivity and Campus Integration

Response: Our current global integration initiatives demonstrate our commitment to leveraging our international campus network. For example, we have successfully implemented cross-border activities where Vancouver and New York students collaborate and compete together. This is exemplified by our recent case competition organized by the Sothern

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Connecticut State University, School of Business, where a Vancouver student team achieved runner-up status (<https://www.southernct.edu/business/global-business-students-competition>), demonstrating the effectiveness of our global integration efforts.

Building on these successes, we are expanding our global collaboration opportunities for the upcoming Academic Year. New initiatives include an online investment competition where students from different campuses will work together to develop and explain their investment strategies and decisions. This virtual format will facilitate seamless cross-campus collaboration while developing both technical and presentation skills. Additionally, we are at the early stages of developing real-world project that will be accessible to students across all campuses in the upcoming 25/26 academic year. This project has the potential to be a recurring source of practicums. These programs are specifically designed to enhance cultural competence, develop global business perspectives, and strengthen connections between our international student communities.

Standard 5: Admission Transfer/ Residency

Recommendation 5: Educational Pathway and Program Flexibility

Response: While the Vancouver MBA program has several successful pathway agreements to help students who need support with language skills before they can start the program, we are carefully monitoring the evolving educational landscape of Canada before pursuing additional partnerships. This strategic pause allows for a thorough analysis of the current situation and helps identify gaps in the education sector where various institutions can collaborate to better meet the needs of students and the community.

Standard 6: Faculty

Recommendation 2: Practitioner Oriented Research

Response: Regarding research initiatives and faculty engagement, we acknowledge the need for a structured approach to practitioner-based publications. To align with AACSB accreditation requirements, we will initiate a school-wide discussions to establish clear guidelines for acceptable practitioner-based publications. This important topic has been presented to the Dean for consideration at an upcoming full-faculty meeting.

Recommendation 6: Faculty Management

Response: Our current approach demonstrates strong integration between campuses while maintaining program resilience through various cross-campus collaborations. These include joint online sections with the NY campus that enable Vancouver students to benefit from NY

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faculty experience, an established faculty mobility mechanism allowing temporary faculty exchanges between campuses. While cross-campus teaching collaboration and exchange opportunities exist as an institution there is strong commitment and effort to maintain that majority (more than 60%) of the courses are taught in person by full-time faculty.

Standard 9: Program Review and Assessment**Recommendation 10: Continuous Improvement Mindset**

Response: To further strengthen our quality assurance measures, we plan to implement a curriculum mapping initiative in Spring 2025, coinciding with our AI integration project. This mapping will not only ensure alignment between our stated learning objectives and actual course delivery but will also serve as a foundation for developing metrics to measure the effectiveness of our AI infusion strategy and experiential education opportunities. While the MBA program currently maintains a goal measurement system, we recognize the need for enhancement based on stakeholder feedback and will use this mapping exercise to implement improvements in our assessment framework.