OBTAINING DEPARTMENTAL STATUS FOR THE AUBREY DAN PROGRAM IN MANAGEMENT AND ORGANIZATIONAL STUDIES

The Administrative and Commercial Studies (ACS) program was introduced in 1981 as a program that would provide students with an undergraduate education in the social sciences but also give them the opportunity to take a number of business-related courses. The majority of the courses in the program were those already being offered by several departments within the Faculty, and elsewhere in the University. The program was initially quite small, and was run through the Social Science Dean's Office as the Office of Special Programs. The few full-time instructors at that time were appointed through the Dean's Office. In 2000, in response to student demand, ACS became a four-year Specialization and began to operate more as a regular department than a program overseen by the Dean's Office. Over the course of the next several years, the program grew rapidly, with the addition of new courses and additional faculty members hired on probationary contracts directly into the program. In 2006, the name of the program was changed to the Aubrey Dan Program in Management and Organizational Studies (MOS) and continued to grow in terms of both faculty and students, reaching its current level of over 2700 program registrants and what will be, as of July 1, 2013, 22.5 full time faculty members.

The concept of a strategic alignment of business education with the social sciences is a unique one which is clearly aimed at the rapidly growing market for business education. The MOS program has grown exponentially since its inception and there is a strong case for its continued desirability among undergraduate students (discussed in more detail below). Its rapid growth and success has reached the point where it is now the largest program in Social Science and one of the largest in the University. The high demand for the program and the resultant rapid growth in the number of courses, and the operational demands of such growth, resulted in the development and approval of a new Strategic Academic Plan in 2009, and the approval of a new curriculum in 2010, implemented in September, 2011 (see below for a brief summary of these plans). In addition, to better reflect the program's renewed strategic emphasis, it has been re-branded as "DAN Management and Organizational Studies" (DAN).

As the market for business-related education continues to grow, it was critical for DAN to position itself in the marketplace as a program that is differentiated from its competition, specifically business schools and Bachelor of Commerce programs. Traditional business schools and Bachelor of Commerce programs will continue to be successful, but the market for high quality business education has grown beyond their capacity. At Western, for example, the Ivey Business School has increased the size of its Honors Business Administration (HBA) Program to approximately 1200 students. At the same time, applications, admission averages, and enrolments have also continuously risen in the DAN Program. For example, the entering high school average for first year DAN students in 2012 was 89%. It is clear that DAN has developed a successful and popular program at Western that complements Ivey, creating an opportunity for Western to position itself among leading research-intensive universities as an innovator and

leader in business education. DAN has differentiated itself from traditional business programs and strengthened its alignment with the social sciences while still offering relevant business education that attracts high quality students and provides value to employers of its graduates.

The DAN Program provides an interdisciplinary approach to the study of management, specifically with respect to the social science foundations of selected management disciplines. The program has adopted an Evidence Based Management (EBM) perspective throughout its curriculum. This perspective, consistent with the research traditions in the social sciences, ensures that the best available management research is included in the analysis and discussion of management issues and problems. The program emphasizes the importance of a broad education in addition to the depth provided in one of the management disciplines in the program. This is accomplished through the interdisciplinary curriculum that incorporates social science perspectives, and many opportunities for elective courses in which students may combine their DAN Program specialization with other academic interests of their choice.

The Strategic Academic Plan approved for DAN in 2009 provided a detailed analysis of the market potential for university-based business education. On the basis of the analysis of published data, application and enrolment trends, and opinion solicited from selected faculty, staff, and business leaders, it was concluded that the market for the DAN Program continues to grow and that DAN is attracting more and better applicants with each succeeding year. This trend is expected to continue as DAN is a very cost-effective program relative to traditional business schools. In addition, the largest proportion of DAN applicants comes from Ontario, where university participation rates are among the highest in Canada. Finally, the value of a broader educational experience (such as interdisciplinary studies, liberal arts and social sciences) has been recognized by a growing number of private and public sector organizations recruiting university graduates, and DAN graduates are well positioned to appeal to these potential employers.

The structure of the DAN Program was originally intended to have clear linkages to social science disciplines. The revised structure and curriculum implemented in September, 2011 significantly strengthened the integration of core business education in five areas of study with a foundation in the social sciences: Accounting, Commercial Aviation Management, Consumer Behavior, Finance for MOS, and Human Resource Management. Within each stream, students may choose from three modules: Honors Specialization, Specialization, or an Honors Double Major (which must be combined with a Major in a discipline outside of the DAN Program). The Honors Double Major module enables students to combine a DAN Major with most other undergraduate programs at Western, an option that supports a broader educational experience and the development of cross-disciplinary perspectives.

The new curriculum of DAN has significant strengths. DAN provides all required academic courses for the three major professional accounting designations (CA, CGA, and CMA). Similarly, all academic courses for the professional designation in human resource

management (CHRP) are available within the program. The ability of DAN to provide courses toward these designations is a significant benefit to students interested in these career options. In addition, each major area of study (stream) specifies electives outside DAN, for the most part in the social sciences, which broaden the education of DAN students and provide cross-disciplinary perspectives. This breadth in perspective is especially important to future business leaders who must understand the historical, cultural, scientific, and political contexts within which their conduct and decisions are made and evaluated by their organizations and society at large.

In addition to the revised curriculum, the Strategic Academic Plan approved for DAN called for rebuilding its faculty complement over time to ensure the plan was implemented successfully. Three new faculty members were hired in 2009-10, one in 2010-11, and another in 2011-12. An additional three faculty members have been hired in 2012-13, which will bring the total number of full time faculty to 22.5. Three members of the current faculty were granted Promotion and Tenure last year, bringing the total number of tenured faculty in DAN to five. As of July 1, 2013, there will be an additional seven tenure-track faculty members in the program. The growth and development of the faculty complement, curriculum, and student enrolment of DAN has necessitated a physical move as well, to obtain much needed additional space. This move to the fourth floor of SSC was completed in July, 2012.

Finally, DAN will soon be involved in providing a Professional Master's Program planned for implementation in September, 2013. This program, in collaboration initially with the Faculty of Science but conceived as potentially campus-wide, will provide DAN faculty with the much desired opportunity to be involved with graduate education. On an individual basis, DAN tenure-track faculty have become increasingly involved in graduate thesis committees, examining committees, and thesis supervision in other departments. However, the Professional Master's Program will bring DAN faculty more direct experience in a graduate program of their own. This experience will be essential for the development of a traditional thesis-based DAN Master's program which we hope to launch in the near future.

In summary, the DAN Program has grown and developed substantially in the last few years. It has a highly successful and popular undergraduate program that is one of the largest undergraduate programs at Western. A new curriculum has been implemented in September of 2011 that strengthened its interdisciplinary roots with the social sciences and provides students with an outstanding student experience. The faculty complement has reached a critical mass, contributing to the research mission of the Faculty of Social Science and Western. The DAN Program will be providing a critical component of the Professional Master's program beginning in 2013. In sum, DAN has become for all intents and purposes a fully functioning member of the Faculty of Social Sciences such that it would be appropriate at this time to provide DAN with departmental status.

We propose that the Program be redefined as the Department of Management and Organizational Studies, while the Aubrey Dan Program in Management Studies remain in its present form within the newly constituted department.

Mitch Rothstein

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