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Agenda: Graduate Council, March 5, 2009

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March 3, 2009

To : Graduate Council Members

From : Medy Espiritu
Assistant Secretary and SynApps System Administrator

Please note that the next meeting of Graduate Council will take place on **Thursday, March 5, 2009** at **10:00 a.m.** in the Council Chambers, **Gilmour Hall 111**.

Listed below are the agenda items for discussion.

If you are unable to attend this meeting, please call extension 24204 or email espiritu@mcmaster.ca.

A G E N D A

I. Minutes of the meeting of February 9, 2009 *(unavailable)*

II. Associate Vice-President and Dean's Report
- SGS International Excellence Award

III. Steps for the Creation of New Graduate Programs or New Fields in Existing Doctoral Programs

IV. Graduate Calendar: Section 2.1.7 Visiting Students

V. The Course Instructor, School of Graduate Studies

VI. Report from the Faculty of Business Graduate Curriculum and Policy Committee - Dr. Milena Head

VII. Graduate Scholarships – Mr. John Scime

VIII. Other Business

Steps for the Creation of New Graduate Programs or New Fields in Existing Doctoral Programs
(Revised February 25, 2009)

A. Procedures for Approving New Graduate Programs

1. *Broad consultation among faculty members in the development of a draft proposal.* Such consultation is especially important when proposing interdisciplinary programs as those with the initial idea often do not know all the disciplines or individual faculty members who might potentially be interested, or have expertise.

2. *A meeting involving those proposing the new program, the Dean of Graduate Studies, the Faculty Dean(s), and the Provost.* There are two issues to be examined: academic suitability and resource requirements. The proponents are responsible for arranging this meeting. A written proposal should be provided by the proponents in advance of the meeting, which covers some items that will appear in the OCGS submission, as well as some additional issues. The following items need to be addressed:

   - the nature of the program, and the fields to be included (if any);
   - the faculty members who are prepared to serve as core faculty;
   - whether mounting the proposed program is dependent on hiring new faculty, how many faculty are required and whether this has been approved or not by the relevant Faculty Dean(s);
   - the justification for the program in light of the faculty complement, the societal need for the program, and the existing demand from students;
   - the anticipated enrolment for the program, in terms of both the number of students, and the prospective pool from which students will be drawn;
   - funding needed to support students, and the anticipated sources of that funding;
   - how the new program would be expected to fare on quality indicators;
   - support staff needed, and how they could be funded;
   - space requirements, and how they could be met; and
   - laboratory and/or library expenses, both one-time and continuing

   Details of the program structure and course content are not needed for this meeting.

   Emerging from this meeting will be a determination of relevant departments, programs, and/or Faculty that should be part of the consultation process outlined in step 3, below.

   Following approval to proceed beyond this step, the submission for OCGS needs to be prepared. Volume 1 of that submission, or extracts from it, will be provided to the bodies reviewing the proposal internally for steps 3 and 4.

3. *Consultation with affected parties*. The proponents should discuss the proposal with the Chairs of any departments that are home to faculty involved in the proposal, or that are involved in the provision of courses or other resources, to ensure that the

relevant department can provide the required support. Written confirmation of the ability and willingness to provide requested resources should be obtained from the relevant Chair(s). Similarly, if there is a proposal to cross-list a course, or to permit or encourage students in the new program to take courses in an existing program, the Chair of the affected department should be consulted, and their written agreement obtained. These consultations should take place sufficiently in advance of step 4 to allow Chairs to carry out appropriate consultations with their departments.

In the case of interdisciplinary programs, the proposal should also be presented to a meeting of the chairs and directors of any relevant Faculty, to ensure that there is widespread awareness of the program, and of its potential impacts on others.

If a new interdisciplinary program proposes to draw on, or cross-list one or several new courses to be hosted by other departments, it is important that such new courses be proposed by those departments rather than by the new interdisciplinary group, and that departments be given adequate time to do so.

4. *Review by the committee in the Faculty (or Faculties) mandated to consider graduate ` curriculum matters.* (The title of this committee varies across the Faculties, hence no specific committee name is mentioned here.) Volume 1 of the OCGS submission, along with supporting letters obtained from department chairs, will be the basis for this review. Given that the curriculum committee's mandate is to assess the academic integrity of the program, the following components of the OCGS submission will be of particular interest at this step:

   - core and supporting faculty
   - program objectives
   - description of the fields, if any
   - program regulations, including admission policies
   - course requirements
   - course descriptions
   - comprehensive examination procedures
   - provisions for part-time study, if any

5. *Approval of the following four bodies: the Faculty (or Faculty Council if the Faculty By-Laws allow it to act on behalf of the Faculty); Graduate Council (or its Executive if Graduate Council will not be meeting in the near future); the University Planning committee; and Senate.* These approvals need not be obtained in the order just listed, although it is the preferred order whenever that can be accomplished without undue delay. If one of the meetings will not be held for some time, the approvals should be obtained in the most expeditious order, having in mind the timing of the meetings of the various bodies. If any one of the bodies requires changes to the proposal, those changes should subsequently be provided for information to the other approving bodies.

   The Faculty does not normally need to receive the full OCGS submission, but may on occasion request it. The usual practice would be to provide a summary of the nature of and rationale for the proposal, extracted from that submission, together with the statement of program regulations and new courses.

Graduate Council wishes to receive the full set of material that is contained in Volume 1 of the OCGS submission. What Graduate Council approves, however, is the proposal and program, not the document itself, which may continue to undergo editorial changes prior to its submission to OCGS.

The University Planning Committee does not wish to see the full proposal, but only a summary of two or three pages focussing on the resource requirements for the new program, and how they will be met. The material considered at step 1 can provide most of this information.

Senate also does not wish to receive the full OCGS submission, but only a summary of the nature of and rationale for the proposal, such as went to the Faculty.

Chairs of departments named in the proposal, either as departments housing the proposed faculty members of the program or departments providing courses or other resources to the program, should be informed of the schedule for its presentation to these four bodies and of the decisions of these bodies with regard to the program.

6. *OCGS appraisal*. Following approval by all four of these bodies (Faculty, Graduate Council, University Planning Committee, Senate), the proposal will be sent by the Dean of Graduate Studies to OCGS for appraisal. In order to expedite the appraisal process, the Dean may submit a proposal to OCGS following approval by the University Planning Committee and prior to approval by the Senate. Once it has been received by OCGS, the program is allowed to be advertised to prospective students, provided that a disclaimer, "subject to approval by OCGS", and when appropriate "subject to approval by the Senate of McMaster University", appears as part of the ad.

7. *Ministry funding approval*. When OCGS approval has been received, students can be admitted to and registered in the program. The proposal will go to the Ministry for funding approval, but it is usually reasonable to begin admitting students prior to receiving that approval. Note however that OGS awards cannot be held by students in programs that do not have funding approval.

B. Procedures in the Case of a New Field Submitted Separately from a Periodic Appraisal

The steps to be followed are identical to those for a new program, with one addition. Between steps 2 and 4, graduate students in existing fields in the program should be consulted for their views on how the introduction of the new field will affect the existing fields.

C. Alterations to the Procedures in the Case of a New Field Submitted as Part of a Periodic Appraisal

Only Step 2 needs to be completed, and approval obtained, prior to including a proposal for a new field in a periodic appraisal submission to OCGS. At the time the submission goes to OCGS, and in any event no later than September 15, the department or program must provide the material that is to be reviewed at Steps 3 and 4, which should be informed by consultation with current graduate students as described for the previous case. These steps need to be completed prior to the visit of the OCGS consultants. Of course it would be desirable to have

these approvals begun, if not completed, prior to the due date for the periodic appraisal submission, but failure to accomplish that should not preclude proposing a new field as part of that submission.

D. Revisions Made to Fields in Response to OCGS or its Consultants

Revision, re-organization, or re-definition of fields in response to suggestions from OCGS or its consultants requires only the approval of the Faculty Dean and the Dean of Graduate Studies. The bodies identified in step 5 should be informed of the changes that have been made.

2.1.7 Visiting Students

"Visiting Students" are individuals who are currently registered in a graduate degree program in another university, and who have made arrangements through both their home university and a graduate program at McMaster to spend some time at McMaster as part of their degree program at the home university. They are not (and will not be) enrolled in a degree program at McMaster. They are not part of any official exchange agreement including Ontario Visiting Graduate Student (OVGS) arrangement, although there may be an agreement between the McMaster program and their home institution. They may be at McMaster to take particular courses, or they may be here to engage in research relevant for this degree under the supervision of a McMaster faculty member, but in any case will be registered as full-time students for a maximum of one year. Acceptance is on the recommendation of the department or program here. The student is expected to pay the relevant tuition (Canadian or visa, as the case may be) and appropriate student fees for the time that they are registered here. It may also be necessary for them to enrol in the UHIP program to ensure adequate health insurance coverage during their stay.

McMASTER UNIVERSITY

Complete Policy Title:	**The Course Instructor: School of Graduate Studies**
Policy Number:	
Approved by:	**Graduate Council**
Date of Most Recent Approval:	**May 19,1993**
Revision Date(s):	
Position Responsible for Developing and Maintaining the Policy:	**Dean of Graduate Studies**
Contact Department:	**School of Graduate Studies**

DISCLAIMER: *If there is a discrepancy between this electronic policy and the written copy held by the Policy owner, the written copy prevails.*

Graduate course instructors at the 600- and 700-level are responsible for providing students with a written course outline. The outline shall specify the following: the content and duration of the course; the nature and timing of course assignments; the method of assessment that will be used to evaluate the students' work and any penalties that may be assessed for lateness. If the course is to extend beyond the academic term or session, or if assignments are to be due beyond the end of term or session, such arrangements must be specified clearly in the course outline.

Many graduate students complete part of their course work by registering for "reading" or "independent study" courses that are accorded regular course numbers for registration, but in which the content and requirements may vary widely from student to student or instructor to instructor. Often, such courses will be taken by a single student working with one instructor. In such courses, an instructor should make an agreement early in the term with each student registered for the course under his or her supervision and a written copy of the agreement should be provided to the student. The agreement should specify the instructor's expectations as to the work to be done, the method of evaluation, the need for and duration of meetings and discussion, and any penalties to be assessed for missed deadlines.

In graduate courses concerned with the study of topics at the leading edge of research, it is frequently difficult to predict accurately the content and direction the course will take. Such matters cannot be easily accommodated in written course outlines prepared before courses begin. Course instructors must be allowed flexibility to shift the focus of courses as research and other interests dictate. Instructors are nevertheless responsible for keeping their graduate students informed of changes as courses progress, and for doing so in writing when possible. While allowed flexibility with regard to content, instructors should refrain from altering the amount of work expected or the schedule of assignments and due dates specified in their original course outlines.

REPORT TO GRADUATE COUNCIL
FROM THE FACULTY OF BUSINESS GRADUATE CURRICULUM
AND POLICY COMMITTEE

For Graduate Council Approval

By means of an email ballot conducted on February 11, 2009, the Faculty of Business Graduate Curriculum and Policy Committee approved the *Marketing Field of the Ph.D. program in Business Administration* calendar copy.

For Graduate Council Information

At its meeting on February 4, 2009, the Faculty of Business Graduate Curriculum and Policy Committee approved the following graduate curriculum revisions for 2009-2010.

I. MBA Curriculum Proposals from the Information Systems Area:
- K724 EBusiness Strategies (change in prerequisites)
- K723 Data Mining and Business Intelligence (change in description)

II. MBA Curriculum Proposals from the Strategic Market Leadership and Health Services Management Area:
- P741 New Venture Creation (course cancellation)
- P715 Entrepreneurship (change in description and change in prerequisites)

III. MBA Curriculum Proposals from the Finance and Business Economics Area:

New courses:
- F717 Financial Statement Analysis (presently offered as A750 and F768)
- F727 Working Capital Management
- F730 Pension, Retirement and Estate Planning
- F731 Insurance and Risk Management
- F732 Personal Financial Planning and Advising
- F734 Real Estate Finance and Investment

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Marketing Field of the PhD program in Business Administration

Calendar Copy

BACKGROUND INFORMATION: The Marketing field of study is designed to prepare and graduate students with a solid foundation theoretical and empirical methodologies focusing largely on firm level research in the discipline of marketing. The doctoral student will work closely with the supervisor to conduct leading edge research in the discipline of marketing, which explores the processes and mechanisms by which value is created and delivered to the customer. The expectation is that this research will be published in top journals prior to graduation. The program is designed for students who have an interest in pursuing an academic career.

QUALIFICATION REQUIREMENTS: Applicants must have demonstrated proficiency in any area of the natural sciences, social sciences or humanities. They are encouraged to demonstrate some competence in areas of business management and marketing. Students must also have demonstrated proficiency in mathematics or statistics at a level sufficient for study and research in the Marketing field.

PROGRAM REQUIREMENTS: For the Marketing field, the two Ph.D. seminar courses (B780, B782), the four marketing Ph.D. courses (M771, M772, M773, M774), and two MBA marketing courses (chosen from M724, M731, M732, M734 and M736) must be taken.

COURSE DESCRIPTIONS:

M771 / Marketing Foundations

This seminar will examine the extant research in the area of marketing management and marketing decisions. The course will cover among others issues such as market structure, competitive strategy, market analysis, contracts, attitudinal theories, marketing communication, firm performance and innovation.

M772 / Marketing Models and Modeling

This seminar will examine the theoretical models in marketing phenomena and techniques to develop analytical and empirical models explaining marketing decision making will be discussed and critiqued. The modeling techniques that will be discussed include Bass model, marketing channels, strategy and performance, innovation, new products, SEM, Conjoint, Panel Data, Diffusion, etc.

M773 / Inter-Organizational Research in Marketing

This seminar will focus on inter-organizational networks, relations and strategy. It will study these from an efficiency perspective with special attention to the behavioural, transaction cost and relational contracting schools of thought. The topics covered will incorporate the spectrum of institutional, analytical and methodological traditions in the area.

M774 / Special Topics in Marketing Strategy

This seminar will focus on specific areas in marketing strategy with an emphasis in form level analysis. Topics will vary.

GRADUATE SCHOLARSHIPS – FOR APPROVAL

The Guerino and Anna Maria Marinucci Academic Grant (MBA)
Established in 2008 by John Marinucci (BCOM ’80) and Tracy Marinucci in memory of his parents, Guerino and Anna Maria Marinucci, who understood the importance of education and hard work to succeed in life. To be awarded to a student entering a full-time Co-op MBA program who demonstrates financial need and high academic achievement/standing. Preference will be given to a student who has demonstrated leadership in undergraduate studies or in the community at large. The grant is tenable for up to two years provided the recipient maintains a minimum Sessional Average of 6. The application must be accompanied by a written submission relating to the stated criteria.
Value: $10,000 ($5,000 per year)

The MBA Class of 1988 Greg Brophy Memorial Scholarship in Principled Leadership
Established in 2008 by the MBA Class of ’88 in memory of Greg Brophy. One or more scholarship(s) to be awarded to a graduate student who is (1) entering the second year of the full time MBA program or (2) entering the Co-op MBA program and has completed one term of the academic program and the first co-op term and who has in the judgment of the DeGroote School of Business demonstrated Principled Leadership through a continued commitment to community, through volunteerism or community service at a high level. The School of Graduate Studies will award the scholarship on the recommendation of the MBA program Awards Committee.

The Norm Archer Endowed Prize
Established in 2002 by Professor Archer’s Ph.D. students and the Faculty of Business in honour of Professor Archer’s outstanding contribution to his students at the Michael G. DeGroote School of Business. To be awarded to a student entering level 3 of the Ph.D. program in Business Administration in the fields of Management Science or Information Systems who, in the judgment of the Michael G. DeGroote School of Business, has demonstrated the highest degree of commitment, excellence and integrity in scholarship, in both courses taken and in research. The prize will be awarded at the discretion of the awards committee and may not be awarded annually. Value: $1,000