

**TED  
ROGERS  
SCHOOL  
OF MANAGEMENT**

Bachelor of Commerce – Business Management

Periodic Program Review

Follow-up Report

Respectfully submitted to the  
Academic Standards Committee

May 12<sup>th</sup>, 2022



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## Introduction

The School of Business Management is pleased to present its one-year follow-up report to the periodic program review that was completed and approved by the Senate in June 2021. Structured similarly to the self-study report, this report will begin with updates on the program-level recommendations, followed by updates from each of the Departments representing the seven Business Management majors. An appendix has been included for additional information and supporting documentation.

## Progress Updates

### Program Recommendations

RECOMMENDATION AND IMPLEMENTATION PLAN	
<b>Recommendation # 1</b>	
<b>Recommendation:</b> Reduce total number of courses in program to 40.	
<b>Rationale:</b> Reducing the number of courses from 42 to 40 will bring the program in line with the standard requirements for an undergraduate degree program. The change will also reduce students' workload, which will in turn provide students with a better work-study-life balance.	
<b>Objective:</b> Reduce total number of courses in program to 40.	
<b>Actions:</b> Starting fall 2019, the program no longer required students to complete BUS 100, which reduced the overall number of program courses by one. Looking ahead, departments will review their professional required, professional elective, and professionally-related courses in order to determine the appropriate category to make a further reduction. In co-ordination with the Dean's Office, a plan will be developed and implemented to re-balance the curriculum across the four years of the program, ensuring that each semester has no more than five courses.	
<b>Timeline:</b> Recommendation was first proposed December 2019 and will go through the required approvals process for implementation in Fall 2021.	
<b>Responsibility for leading initiative:</b> Cynthia Holmes, Associate Dean, Faculty and Academic	
<b>Responsibly for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation:</b> Department Councils, SBM Curriculum Sub-Committee, Undergraduate Curriculum Committee, Faculty Council, Curriculum Management, Vice-Provost Academic	
➔	<b>Progress Update:</b> The 40-course curriculum was approved by the TRSM Faculty Council and the Senate and successfully implemented in Fall 2021. The new curriculum is not retro-active, so it will take a minimum of four years for students to graduate from the program under the new requirements.
<b>Recommendation # 2</b>	
<b>Recommendation:</b> Hire more RFA faculty members to address high student-faculty ratios.	
<b>Rationale:</b> High student-faculty ratios reduce the pedagogical options for faculty members, increase the classroom management effort, and decrease the level of personal attention available to students. More RFA faculty members would improve the educational experience for students.	
<b>Objective:</b> Reduce the average student-to-faculty ratio across SBM departments to be equal to the average level for Toronto Metropolitan University. (Currently, the SBM average is 37.9 and the Toronto Metropolitan University average is 27.9).	
<b>Actions:</b> Prepare hiring plan proposals for submission to the offices of the TRSM Dean and Provost.	
<b>Timeline:</b> Take consistent steps in making progress towards the objective every year, achieving the Toronto Metropolitan University average student-to-faculty level by 2026-2027.	

	<b>Responsibility for leading initiative:</b> Cynthia Holmes, Associate Dean, Faculty and Academic
	<b>Responsibly for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation:</b> Office of the Dean, TRSM and Toronto Metropolitan University Provost
→	<b>Progress Update:</b> The School of Business Management is in the process of hiring 6 new faculty, with a start date of July 1st, 2022. Future hiring will depend on direction given by the Provost's Office.
	<b>Recommendation # 3</b>
	<b>Recommendation:</b> Create new integrative learning opportunities at the reinforcement level for the program.
	<b>Rationale:</b> In the analysis of the core curriculum mapping for the program, it was revealed that there is no reinforcement of Learning Outcome 1C (i.e. Integrate and apply the functional areas of business into the strategic management process to support principal organizational objectives). In order to strengthen the development of this learning outcome from its introduction, to the point at which the student is expected to reach proficiency, it is recommended that new integrative learning opportunities are created to bridge this gap.
	<b>Objective:</b> The SBM Curriculum Sub-committee will set a priority to explore options related to new integrative learning experiences (e.g. modules, new courses, co-teaching, etc.), and select a feasible course of action that will enhance students' learning with respect to LO 1C.
	<b>Actions:</b> The Curriculum Sub-Committee will begin exploring options for new integrative learning opportunities in the 2021-2022 academic year, with the intent of developing an implementation plan. Depending on outcomes of the implementation plan (e.g., a new course), timeline may extend to 2023-2024 in order for the changes to come into effect.
	<b>Timeline:</b> 2021 - 2024
	<b>Responsibility for leading initiative:</b> Cynthia Holmes, Associate Dean, Faculty and Academic
	<b>Responsibly for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation:</b> Department Councils, SBM Curriculum Sub-committee, UCC, Faculty Council
→	<b>Progress Update:</b> Related to Entrepreneurship Recommendation #5, a mid-level integrative strategy course (BUS 600) has been created and approved. The course will be offered as an open elective in 2022-2023 or the following year. The School will continue to investigate ways to reinforce business integration in the program curriculum.
	<b>Recommendation # 4</b>
	<b>Recommendation:</b> Ensure that the program includes active and experiential learning for every student.
	<b>Rationale:</b> While the program identified several experiential learning opportunities for students, many of these learning opportunities are only available through extra-curricular and elective courses. Beyond GMS 401, which is one required core courses where experiential learning takes place, the program desires to enhance the current array of programming available to students. This would include embedding more active and experiential learning opportunities in required courses across the core and major-specific curricula.
	<b>Objective:</b> Identify appropriate core and major-specific courses to embed active and

	experiential learning. Work with faculty to develop new learning opportunities for students, while ensuring that there are sufficient physical resources to support these initiatives.
	<b>Actions:</b> Consult with the TRSM Learning and Innovative Teaching Committee, as well as the Centre for Excellence in Learning and Teaching, in order to identify best practices across the faculty. Present ideas to SBM Curriculum Sub-Committee, discuss findings, and reach consensus on viable options for expanding experiential learning in the Business Management program.
	<b>Timeline:</b> Following consultations in the fall of 2021, the SBM Sub-committee will reconvene in winter 2021 to develop an implementation plan for the fall of 2022.
	<b>Responsibility for leading initiative:</b> Cynthia Holmes, Associate Dean, Faculty and Academic
	<b>Responsibly for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation:</b> SBM Curriculum Sub-Committee, Dean's Office, Learning and Innovative Teaching Committee, Centre for Excellence in Learning and Teaching
➔	<b>Progress Update:</b> The School has addressed this recommendation through the creation of several new exciting courses. These courses include: GMS 630: Case Experiences (case analysis and presentations), REM 770: Global Real Estate (international travel experiences), BUS 777: Business Research Methods (development of practical research skills), and ENT 101 (student engagement and involvement with Toronto Metropolitan University's entrepreneurial ecosystem). Innovative course development represents an ongoing commitment to expanding experiential learning at the Ted Rogers School.
	<b>Recommendation # 5</b>
	<b>Recommendation:</b> In light of the curriculum mapping analysis, review and optimize program learning outcomes.
	<b>Rationale:</b> While the curriculum mapping exercise required for periodic program review illuminated several areas of the curriculum that require attention, it also revealed deficiencies in the design and articulation of the learning outcomes. In particular, it became apparent that several outcomes were too specific and consequently only mapped to one or two courses. This observation applied mostly to the 'Business Functions' learning outcomes, raising concerns about whether these were appropriate outcomes for the program, or whether they were actually course objectives. It is recommended that the SBM Curriculum-Subcommittee carefully review the program learning outcomes and make revisions, where necessary.
	<b>Objective:</b> Review and optimize program learning outcomes.
	<b>Actions:</b> The SBM Curriculum Sub-Committee will meet to review and make changes to the program learning outcomes.
	<b>Timeline:</b> Fall 2021
	<b>Responsibility for leading initiative:</b> Cynthia Holmes, Associate Dean, Faculty and Academic
	<b>Responsibly for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation:</b> SBM Curriculum Sub-Committee
➔	<b>Progress Update:</b> The SBM Curriculum Sub-Committee met several times over the Fall semester (2021) to discuss the program learning outcomes. After extensive discussions, the committee elected to remove the subset of outcomes related to business functions and make several revisions to the remaining outcomes. The revised list of learning outcomes provides a

more concise articulation of the skills, knowledge and values expected of our graduates. See Appendix A for the list of revised outcomes.

**Recommendation # 6**

**Recommendation:** Examine how to address Learning Outcome 8b (sustainability) at the reinforcement level in the curriculum.

**Rationale:** The curriculum mapping exercise revealed that Learning Outcome 8b is not currently addressed at the reinforcement level of the curriculum. In an effort to ensure consistency and progression across the curriculum, an examination should be conducted of the current lesson plans relating to this topic and a plan developed to reinforce this learning outcome in (an) appropriate mid-level course(s).

**Objective:** Establish a working group to examine current best practices relating to sustainability pedagogy and curriculum at TRSM. Information will be presented to the SBM Curriculum Sub-Committee, which will guide curricular decision-making.

**Actions:** Establish a working group to conduct analysis and present findings to SBM Curriculum Sub-Committee. Develop plan to implement curricular revisions relating to LO 8b.

**Timeline:** 2021-2022

**Responsibility for leading initiative:** Cynthia Holmes, Associate Dean, Faculty and Academic

**Responsibly for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation:** Office of the Dean; SBM Curriculum Sub-Committee

➔ **Progress Update: [Delayed]** As a result of prioritizing several other recommendations (e.g. reviewing program learning outcomes; vetting a new entrepreneurship course), the Curriculum Sub-committee has not yet had an opportunity to address this recommendation. With that in mind, TRSM has recently scored #1 in undergraduate and #3 in MBA in sustainability strength, in an arms-length rating by Corporate Knights. Drawing on our resources and professorial expertise will be key to identifying next steps for addressing LO 8b (e.g., adding more optional courses and/or boosting sustainability content in existing core courses).

**Recommendation # 7**

**Recommendation:** Investigate and implement strategies to integrate entrepreneurship into the program curriculum.

**Rationale:** The mapping exercise revealed that very little of the program curriculum addresses the two learning outcomes related to entrepreneurship (LO 2g; LO 9a). This finding is particularly concerning given the overarching mission statement, which asserts that the Ted Rogers School of Management is “Canada’s preeminent entrepreneurial-focused business school.” While the School offers students opportunities to engage in entrepreneurial extra-curricular activities, greater effort should be made to ensure that all students in the program are exposed to entrepreneurial ideas through the curriculum.

**Objective:** The SBM Curriculum Sub-Committee will collaborate with the Entrepreneurship & Strategy Department to identify curricular opportunities that address Learning Outcomes 2g and 9a, and develop an appropriate and timely implementation plan.

**Actions:** Consult with the Entrepreneurship & Strategy Department and explore viable options for integrating more entrepreneurial content into the program curriculum.

**Timeline:** 2021-2022

**Responsibility for leading initiative:** Cynthia Holmes, Associate Dean, Faculty and

Academic; Chair of the Entrepreneurship & Strategy Department
<b>Responsibly for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation:</b> Office of the Dean; SBM Curriculum Sub-Committee; Entrepreneurship & Strategy Department
<p>➡ <b>Progress Update:</b> The Entrepreneurship &amp; Strategy Department has proposed a first-year course, ENT 101 Building an Entrepreneurial Mindset, that will be required for all Business Management students. The new course will be primarily focused on developing students' entrepreneurial and communication skills by using a flipped classroom format and utilizing the Tedpack communities already built into the first-year experience of the program. The course will replace CMN 279, which is currently taught by the School of Professional Communication.</p> <p>The course has been approved by the TRSM Faculty Council (May 11<sup>th</sup>, 2022) and will be submitted to Undergraduate Publications later this year. A draft of the course outline can be found in Appendix B.</p>
<b>Recommendation # 8</b>
<b>Recommendation:</b> Evaluate the effectiveness of QMS 110 in developing students' quantitative skills.
<b>Rationale:</b> QMS 110 is a new course that was recently added to the core curriculum of the program. The course was designed to address deficiencies with respect to the mathematical proficiency of incoming students and therefore provide a foundational set of knowledge and skills for the program. It is recommended that an analysis be conducted of whether or not the course has been successful in strengthening students' math competencies, in order to make improvements or adjustments to the course curriculum.
<b>Objective:</b> Initiate plan to monitor student success in QMS 110 and implement curricular changes, if necessary.
<b>Actions:</b> Monitoring student success in QMS 110 will include several strategies. Possible metrics could include: drop and failure rates, course grades, course feedback, monitoring student activity at the Academic Success Centre, and tracking student success in other quantitatively demanding courses.
<b>Timeline:</b> 2021-2022
<b>Responsibility for leading initiative:</b> Cynthia Holmes, Associate Dean, Faculty and Academic; administrative staff
<b>Responsibly for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation:</b> Office of the Dean
<p>➡ <b>Progress Update:</b> Several updates have been made to QMS 110 in order to enhance student learning and better prepare students for course assessments. These updates included moving to a more stable homework platform and adopting a new textbook, both of which are supplied by Pearson Canada. In addition, the instructor has indicated that assignment difficulty will be re-calibrated to ensure that students are sufficiently prepared for examinations.</p> <p>Student learning support is offered through the Academic Success Centre via peer learning as well as the Toronto Metropolitan University Math Centre. Math Kickstarters are also offered prior to the start of the fall semester, although uptake is typically low.</p>

The School is satisfied with the development of students' quantitative skills through the completion of the QMS 110. The teaching department (Global Management Studies) will continue to monitor student performance and make adjustments as part of their standard course review process.

## Major-specific Recommendations

### Economics and Management Science

<b>RECOMMENDATION AND IMPLEMENTATION PLAN</b>
<p><b>Recommendation 1:</b> Replace QMS 703: Business Forecasting Techniques with ECN 702: Econometrics II.</p>
<p><b>Recommendation:</b> Students in the Economics &amp; Management Science major are currently required to take QMS 703 in 5<sup>th</sup>/6<sup>th</sup> semester. We propose replacing this requirement with ECN 702 (which is currently a Professional elective in 7<sup>th</sup>/8<sup>th</sup> semester). More specifically, we propose requiring ECN 702 in 7<sup>th</sup> semester, and therefore adding one Professional elective in 5<sup>th</sup>/6<sup>th</sup> semester (in place of QMS 702) and removing one Professional elective in 7<sup>th</sup>/8<sup>th</sup> semester (to accommodate the addition of ECN 702).</p>
<p><b>Rationale:</b> In preparing the self-study, several issues with the major became apparent:</p> <p>There is currently no “capstone” course in the major.            There is a heavy reliance on tests/exams in required courses (as opposed to other forms of evaluation).            There are not any required courses in the major that focus on “non-technical” skills.</p> <p>We propose slightly re-designing ECN 702: Econometrics II and adding it as a required course in the major to address these concerns. Specifically, ECN 702 would be added as a required course in 7<sup>th</sup> semester. Currently, there are no required courses specific to the major in 7<sup>th</sup>/8<sup>th</sup> semester, so ECN 702 would be clearly situated as the “capstone” course in the major. This change also has the advantage of offering more choice to students in 5<sup>th</sup>/6<sup>th</sup> semester. Currently, there are 6 required courses, 2 Professionally-Related electives, and 2 Liberal Studies in 5<sup>th</sup>/6<sup>th</sup> semester. The proposed change would thus reduce the number of required courses in 5<sup>th</sup>/6<sup>th</sup> semester from 6 to 5, while increasing the number of Professional electives in 5<sup>th</sup>/6<sup>th</sup> semester from 0 to 1, which would allow students the opportunity to start exploring various sub-fields in the discipline (e.g., Labour Economics or Environmental Economics) at an earlier point.</p> <p>The content of ECN 702 would also be slightly adjusted to make the objective of the course focused more on developing general “applied” skills rather than more narrow topics in econometric theory. The course would also be re-designed with a greater emphasis on assignments/projects rather than tests/exams, which would create the opportunity for students to become more proficient in their communication skills.</p> <p>There are several reasons for proposing that QMS 702 be the required course that is eliminated in order to make room for the addition of ECN 702. Most importantly, the level of QMS 703 is simply too low for students in the major. QMS 703 (currently required in 5<sup>th</sup>/6<sup>th</sup> semester) requires only QMS 210 as a pre-requisite (QMS 210 is required for all Business Management students in 2<sup>nd</sup> semester). In this sense, QMS 703 does not take advantage of</p>

the more advanced quantitative training that students receive in 3<sup>rd</sup>/4<sup>th</sup> semesters (specifically, QMS 702, QMS 442, and ECN 230). QMS 703 can be contrasted with ECN 627: Econometrics I, which is also required in 5<sup>th</sup>/6<sup>th</sup> semester. ECN 627 requires both QMS 442 and ECN 230 as a pre-requisites (and ECN 230 requires QMS 702 as a pre-requisite). In fact, students in the major usually take ECN 627 in the 6<sup>th</sup> semester (fall) and QMS 702 in the 7<sup>th</sup> semester (winter), since QMS 703 is normally offered only in the winter semester (in fact, QMS 703 is the only required course in the major that is not offered in both fall and winter, which is problematic). Accordingly, QMS 703 can be viewed as a “step down” from ECN 627 (i.e., QMS 703 is “easier” than ECN 627 even though ECN 627 is normally taken first). On the other hand, ECN 702 (which we propose replacing QMS 703 with) is clearly a “step up” from ECN 627 since ECN 627 is a pre-requisite for ECN 702.

Another issue with QMS 703 is that it is normally taught by a sessional instructor rather than an RFA member. In fact, QMS 703 is the only required course in the major that is not normally taught by an RFA member.

**Objective:** The proposed change would accomplish several objectives. First, a proper “capstone” course would be established for the major. Second, there would be at least one required course specific to the major that relies less on tests/exams as a form of assessment and more on assignments/projects. Third, there would be at least one required course specific to the major that is focused more on developing general “applied” skills rather than more narrow theoretical topics. Finally, the rigour of the program would be increased as a result of replacing a course which has been identified as being “too easy” with one that is substantially more advanced.

**Actions:**

- Communicate proposed change to the Global Management Department (which manages QMS courses).
- Formally vote on the proposed change at the Undergraduate Curriculum Committee (UCC) level.
- Pending approval at the UCC level, formally vote on the proposed change at the Faculty Council (FC) level.

**Timeline:** We anticipate putting the proposed change to a formal vote at the UCC level no later than mid-September of 2020. This allows time for the proposal to go to FC level so that it can be approved before the deadline to make changes calendar changes. Assuming the proposed change is adopted at the point, it would be first reflected in the 2021-2022 calendar. This means that it would only be applicable to students entering the Business Management program in the 2021-2022 academic year, and would thus not actually take effect until 2023-2024 academic year (when such students are in their 5<sup>th</sup>/6<sup>th</sup> semester). With that said, the Department of Economics would be willing to approve substitutions of QMS 703 with ECN 702 for any students requesting one as early as the 2021-2022 academic year.

**Responsibility for leading initiative:**

The responsibility will be shared by Dr. Brennan Thompson, Coordinator of the Economics & Management Science major (and member of the UCC) and Dr. Clautre Bajona, Chair of the Economics department.

**Responsibly for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation:** Ultimate responsibility lies with both the Dean of TRS (since the major is part of the BComm in Business Management) and Dean of Arts (since the new required course, ECN 702 is offered by the Economics department, which is located in the Faculty of Arts).

➔ **Progress Update:** Replacing QMS 703: Business Forecasting Techniques with ECN 702: Econometrics II will be implemented in 2023-2024 for students admitted Fall 2021 and after. This change was noted in the 2021-2022 Undergraduate Calendar.

## Entrepreneurship

<b>RECOMMENDATION AND IMPLEMENTATION PLAN</b>
<b>Recommendation #1</b>
<b>Recommendation:</b> Introduce a required Entrepreneurship and Innovation course to all Majors.
<b>Rationale:</b> As the self-study report clearly identifies, Learning Objectives 2g (explain key concepts and theories of innovation and unfinished and the stages in launching and growing a business) and 9a (demonstrate entrepreneurial orientation by working proactively and independently to promote innovation within an organization and or across sectors) are not addressed anywhere in the core curriculum. Given that Toronto Metropolitan University identifies itself as Canada’s Innovation and Entrepreneurship University, this is a glaring inadequacy.
<b>Objective:</b> To equip SBM students with the innovation and entrepreneurial knowledge, skills and attitudes they need to succeed in today’s disruptive markets including alertness, proactivity, internal locus of control, adaptability, resiliency, growth mindset and self-management.
<b>Actions:</b> <ol style="list-style-type: none"> <li>1. Identify possible alternative ways to add such a course within the new 40-course maximum now being established for TRSM. (Several initial options for consideration are attached to this Recommendation.)</li> <li>2. Discuss these choices with the UCC to determine the most appropriate approach</li> <li>3. Develop a detailed description for the new course and how it will fit into the curriculum design for each Major.</li> <li>4. Progress the curriculum changes through UCC, Faculty Council, Standards Committee and the Registrar.</li> </ol>
<b>Timeline:</b> This is a major change and needs proper discussion, we would anticipate an immediate start to the dialogue with the objective of making a decision in Fall 2020, for implementation for the 2022-23 academic year.
<b>Responsibility for leading initiative:</b> Department Curriculum Committee
<b>Responsibly for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation:</b> Department Curriculum Committee, UCC, Dean, Standards Committee, Registrar
➔ <b>Progress Update:</b> Action steps #1-3 have been completed and resulted in the creation of a new core required course (ENT 101) for the Business Management program. ENT 101 has been supported by the Undergraduate Curriculum Committee and approved by the TRS Faculty Council in May 2022.
Over the next year, Steve Gedeon (course lead/instructor) will be developing resources including new content creation, videos, instructional materials, quizzes, teaching notes and grading rubrics. The course will be first offered in Fall 2023 and delivered to approximately 2,000 students.

<b>Recommendation #2</b>
<b>Recommendation:</b> Investigate a change in the name of the Major from “Entrepreneurship” to “Entrepreneurship & Innovation”
<b>Rationale:</b> Toronto Metropolitan University is seen as Canada’s Innovation and Entrepreneurship University. While the Major has always treated its subject in a broad manner, including innovation as a key element, the label “Entrepreneurship” is sometimes seen as a barrier to some potential students, who mistakenly believe that the Major is only for those students planning to start their own businesses.
<b>Objective:</b> To provide a better “label” for the Major indicating the broad nature of the offering that will be visible to both students and potential employers.
<b>Actions:</b> Curriculum committee to investigate practices at other universities and any issues within Toronto Metropolitan University regarding a name change.
<b>Timeline:</b> Complete by early September 2020, in time to request calendar change for the following year.
<b>Responsibility for leading initiative:</b> Department chair, with Curriculum Committee
<b>Responsibly for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation:</b> UCC, Dean, Standards Committee, Registrar
→ <b>Progress Update:</b> The Department has approved this change and initiated consultations with the Vice-Provost Academic’s Office to identify next steps in the process of re-naming the degree designation.
<b>RECOMMENDATION AND IMPLEMENTATION PLAN</b>
<b>Recommendation #3</b>
<b>Recommendation:</b> Change the ratio of required professional. courses to professional electives from the current 11:2 to 9:4.
<b>Rationale:</b> The Entrepreneurship Major has the largest number of required professional courses within SBM -- no other school has more than nine. This change will allow students greater choice and flexibility in how they configure their major. Additional professional electives will be offered (see recommendation ENT#4). While some of the specifics still need to be finalized, we also anticipate that we will replace the current year-long study course ENT 56 AB with two separate courses, increasing scheduling flexibility and resolving an issue around course scheduling.
<b>Objective:</b> Increase student choice and degree flexibility.
<b>Actions:</b> <ol style="list-style-type: none"> <li>1. April/May. Curriculum Committee to investigate choices and bring recommendations to Departmental Faculty Council meeting</li> <li>2. June: Faculty Council discussion and approval</li> <li>3. July/August: Final documentation of proposed changes</li> <li>4. September: Bring changes to UCC</li> <li>5. Implement for 2021/2022 academic year</li> </ol>
<b>Timeline:</b> Complete by early September 2020, in time to request calendar change for the following year.
<b>Responsibility for leading initiative:</b> Department Curriculum Committee

**Responsibly for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation:** Department Curriculum Committee, UCC, Dean

➔ **Progress Update:** The Entrepreneurship & Strategy Department presented a proposal in September 2020 to address the ratio of required core courses to core electives. The proposal was supported by the Undergraduate Curriculum Committee and approved by the TRS Faculty Council.

While the original objective of the department was to change the ratio of required to elective courses from 11:2 to 9:4, at this time the ratio has been modified to 10:3 (effective Fall 2021). As outlined in the original proposal, further dialogue with the School of Business Management would be required in order to make room in the curriculum for an additional core elective in the Entrepreneurship Major.

#### **Recommendation #4**

**Recommendation:** Modify the professional electives table for the Entrepreneurship Major to increase the number of Entrepreneurship courses and reduce the number of marketing courses.

**Rationale:** In recommendation ENT#3, we propose an increase in the number of professional electives within the major from 2 to 4 courses. In addition, we will increase the number of potential ENT electives from the current 2 to 5 or 6 courses and reduce the number of marketing courses in the ENT Professional Electives list.

**Objective:** Increase student choice and degree flexibility.

#### **Actions:**

1. April/May: As part of recommendation ENT#3, the Curriculum Committee will recommend which professional required courses will change to be professional electives
2. May: Departmental faculty will be asked to propose new electives
3. June: Curriculum Committee will bring proposed new elective table to Department Council in conjunction with approval of the new Required Course Structure
4. July/August: Final documentation of proposed calendar changes
5. September: Bring changes to UCC
6. Implement for 2021/2022 academic year

**Timeline:** Complete by early September 2020, in time to request calendar change for the following year. However actual rollout of additional elective courses may take up to 2 years.


**Responsibility for leading initiative:** Department Curriculum Committee

**Responsibly for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation:** UCC, Dean, Standards Committee, Registrar

➔ **Progress Update:** The Entrepreneurship & Strategy Department presented a proposal in September 2020 to modify the core elective table. The proposal was supported by the Undergraduate Curriculum Committee and approved by the TRS Faculty Council.

The Department successfully removed MKT 504, 723 and 730, and added RMG 922, ENT 620, 630, and 710. These changes were implemented Fall 2021.

#### **Recommendation #5**

<b>Recommendation:</b> Introduce two strategy-related electives to be available to all students within TRSM.
<b>Rationale:</b> Understanding strategy is a key element of every undergraduate degree. In many other business programs, in addition to a required (typically Capstone) strategy course students also have access to other courses within the discipline. At present, we do not offer any elective courses in the area.
<b>Objective:</b> Increase student access to important strategy topics.
<b>Actions:</b> <ol style="list-style-type: none"> <li>1. April/May 2020: Departmental faculty will be asked to propose possible strategy electives that might be included in the curriculum</li> <li>2. June 2020: Initial discussion at the Department Faculty meeting about possible choices and agreement on direction and most likely courses that could be offered</li> <li>3. September 2020: Final decision by Department Faculty on new courses to be offered</li> <li>4. December: Faculty submit detailed course outlines for review by the Curriculum Committee</li> <li>5. January 2021: Approval of the new courses by Department Council</li> <li>6. March 2021: Final documentation of proposed calendar changes</li> <li>7. April 2021: Bring changes to UCC</li> <li>8. Implement for 2022/2023 academic year</li> </ol>
<b>Timeline:</b> Complete by Spring, 2021 in time to request calendar change for the 2022/2023 academic year.
<b>Responsibility for leading initiative:</b> Department Curriculum Committee
<b>Responsibly for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation:</b> Department Council, UCC, Dean, Standards Committee, Registrar
 <b>Progress Update:</b> The Entrepreneurship & Strategy Department has developed a new mid-level strategy course, BUS 600, which has been approved and is currently listed in the undergraduate calendar. This course supports Program Recommendation #3, which aims to add more integrative learning into the curriculum.
The course will be offered in 2022-2023 or the following year.

## Global Management Studies

The Department of Global Management Studies did not make any recommendations in last year's periodic program review.

## Human Resources Management

The Department of Human Resources Management did not make any recommendations in last year's periodic program review.

<b>RECOMMENDATION AND IMPLEMENTATION PLAN</b>	
<b>Recommendation #1</b>	
<b>Recommendation:</b> Move LAW534 into 3 <sup>rd</sup> year (and BUS223 into 2nd) and make LAW204 a prerequisite for LAW534.	
<b>Rationale:</b> Identified as desirable in PPR in order to build skills successively.	
<b>Objective:</b> To ensure that all Law & Business majors acquire the preliminary legal methodological skills <i>before</i> engaging in substantive upper year law courses.	
<b>Actions:</b> <ul style="list-style-type: none"> <li>• <i>Discussed by Curriculum Committee during F2019</i></li> <li>• <i>Ratified by Department Council during F2019</i></li> <li>• <i>To be approved by UCC and Faculty Council</i></li> </ul>	
<b>Timeline:</b> This is aimed to be in effect for the 2021-2022 academic year	
<b>Responsibility for leading initiative:</b> <i>Chair</i>	
<b>Responsibly for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation:</b> Law and Business Department; TRSM's Undergraduate Curriculum Committee; TRSM Faculty Council; Senate.	
➔	<b>Progress Update:</b> The proposed changes relating to LAW534 and BUS223 were supported by the Undergraduate Curriculum Committee and approved by the TRS Faculty Council in 2021. Starting in 2022-2023, BUS223 will be required in the 2 <sup>nd</sup> year of the program. In 2023-2024, LAW534 will be required in the 3 <sup>rd</sup> year of the program. The change to the prerequisite for LAW534 is forthcoming.
<b>Recommendation #2</b>	
<b>Recommendation:</b> Create a new, required course – LAW5XX – integrating legal and ethical frameworks & reasoning.	
<b>Rationale:</b> Identified as desirable in PPR in order to further LO3 and LO4, which involve integration of ethical/social and legal thinking.	
<b>Objective:</b> To ensure that all Law & Business majors acquire a sophisticated understanding of the differences and overlap between ethical and legal obligations of business.	
<b>Actions:</b> <ul style="list-style-type: none"> <li>• <i>Discussed by Curriculum Committee during F2019</i></li> <li>• <i>Ratified by Department Council during F2019</i></li> <li>• <i>To be approved by UCC and Faculty Council</i></li> </ul>	
<b>Timeline:</b> This is aimed to be in effect for the 2021-2022 academic year	
<b>Responsibility for leading initiative:</b> <i>Chair</i>	
<b>Responsibly for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation:</b> Law and Business Department; TRSM's Undergraduate Curriculum Committee; TRSM Faculty Council; Senate.	

<p>➔ <b>Progress Update:</b> The creation of a new course, LAW573: “Understanding the Ethical-Legal Nexus”, was supported by the Undergraduate Curriculum Committee and approved by the TRS Faculty Council in 2021. It will be first offered in 2023-2024.</p>
<p><b>Recommendation #3</b></p>
<p><b>Recommendation:</b> Renumber LAW533 as LAW733, and changed from required to elective.</p>
<p><b>Rationale:</b> Supports LO3 and LO4 (integrating ethics and law) by making room for LAW5XX.</p>
<p><b>Objective:</b> Making it an elective compensates for the introduction of a new, required course (LAW5XX) combining ethics and law. Also to give this course a number that reflects the status of this course as an advanced course.</p>
<p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <i>Discussed by Curriculum Committee during F2019</i></li> <li>• <i>Ratified by Department Council during F2019</i></li> <li>• <i>To be approved by UCC and Faculty Council</i></li> </ul>
<p><b>Timeline:</b> This is aimed to be in effect for the 2021-2022 academic year</p>
<p><b>Responsibility for leading initiative:</b> <i>Chair</i></p>
<p><b>Responsibly for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation:</b> Law and Business Department; TRSM’s Undergraduate Curriculum Committee; TRSM Faculty Council; Senate.</p>
<p>➔ <b>Progress Update:</b> It was advised by Curriculum Management that course renumbering would not be possible. This aspect of the recommendation has been cancelled.</p> <p>LAW533 has been approved to move from a Required course to an Elective course, beginning 2024-2025. Pre-requisite change will be submitted in May 2023.</p>
<p><b>Recommendation #4</b></p>
<p><b>Recommendation:</b> LAW 603, LAW 5XX, and LAW 534 would all be prerequisites for LAW 722</p>
<p><b>Rationale:</b> To enhance sequencing in support of achieving mastery of concepts in capstone course, LAW722.</p>
<p><b>Objective:</b> To help ensure that LAW 722, our capstone course, is taken after other required courses.</p>
<p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <i>Discussed by Curriculum Committee during F2019</i></li> <li>• <i>Ratified by Department Council during F2019</i></li> <li>• <i>To be approved by UCC and Faculty Council</i></li> </ul>
<p><b>Timeline:</b> This is aimed to be in effect for the 2021-2022 academic year</p>
<p><b>Responsibility for leading initiative:</b> <i>Chair</i></p>
<p><b>Responsibly for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation:</b> Law and Business Department; TRSM’s Undergraduate Curriculum Committee; TRSM Faculty Council; Senate.</p>


➔	<b>Progress Update:</b> These changes to the prerequisites for LAW 722 will be submitted in May 2023 and take effect in 2024-2025.
	<b>Recommendation #5</b>
	<b>Recommendation:</b> Reduce the number of professional electives courses by eliminating one required professional elective course.
	<b>Rationale:</b> To implement the transition to a 40 courses program.
	<b>Objective:</b> To implement the transition to a 40 courses program in line with change in SBM norms.
	<b>Actions:</b> <ul style="list-style-type: none"> <li>• <i>Discussed by Curriculum Committee during F2019</i></li> <li>• <i>Ratified by Department Council during F2019</i></li> <li>• <i>To be approved by UCC and Faculty Council</i></li> </ul>
	<b>Timeline:</b> This is aimed to be in effect for the 2021-2022 academic year
	<b>Responsibility for leading initiative:</b> <i>Chair</i>
	<b>Responsibly for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation:</b> Law and Business Department; TRSM's Undergraduate Curriculum Committee; TRSM Faculty Council; Senate.
➔	<b>Progress Update:</b> In alignment with Program Recommendation #1, the Law and Business Department has removed one core elective course from the 3 <sup>rd</sup> year of the program. This change will come into effect in 2023-2024.
	<b>Recommendation #6</b>
	<b>Recommendation:</b> ECN 321 to become a Group 2 Professional Elective course
	<b>Rationale:</b> To enable Law and Business students access to this important course as a Professionally Related course.
	<b>Objective:</b> ECN321 is currently included in the Law minor but <u>not</u> in the list of Professionally Related courses.
	<b>Actions:</b> <ul style="list-style-type: none"> <li>• <i>Discussed by Curriculum Committee during F2019</i></li> <li>• <i>Ratified by Department Council during F2019</i></li> <li>• <i>To be approved by UCC and Faculty Council</i></li> </ul>
	<b>Timeline:</b> This is aimed to be in effect for the 2021-2022 academic year
	<b>Responsibility for leading initiative:</b> <i>Chair</i>
	<b>Responsibly for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation:</b> Law and Business Department; TRSM's Undergraduate Curriculum Committee; TRSM Faculty Council; Senate.
➔	<b>Progress Update:</b> ECN321 has been successfully added to the Group 2 Core Elective Table. The change was implemented in 2021-2022.

<b>RECOMMENDATION AND IMPLEMENTATION PLAN</b>	
<b>Recommendation #1</b> Redesign Marketing 100	
<b>Recommendation:</b> Given the importance of MKT 100 to the department, faculty and university, we recommend that we redesign MKT 100 including the consideration of a second MKT100 course for non-TRSM students	
<b>Rationale:</b> Students in the comments in the Dean’s survey for improvement to the program are looking for the teaching of contemporary practice to make them more employable. By creating a second marketing for non-marketing managements we will be able to improve the quality and quantity of marketing education provided. In the survey, students commented on the variety of background they encounter in class and feel that at times this impedes their progress.	
<b>Objective:</b> To improve the quality of foundational marketing education for both TRSM and non-TRSM students	
<b>Actions:</b> <ul style="list-style-type: none"> <li>• Meet with the various departments and faculties whose students take Marketing 100 to determine the alternative topics in the course to reflect contemporary practice in a variety of fields.</li> </ul>	
<b>Timeline:</b> Submission of proposal to VPA by Fall 2020; commences Fall 2021	
<b>Responsibility for leading initiative:</b> e.g. Program Chair	
<b>Responsibly for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation:</b> e.g. Faculty Dean	
➡	<b>Progress Update:</b> The Department has recently completed a redesign of MKT100 to include a new synchronous blended format as an alternative delivery format which received support from every program/department except for HR. Additionally, a new Open Education Resource textbook has been developed for this course, which includes a copyright free textbook, instructional videos as well as a test bank (the test bank is still in progress). The Department will be completing a pilot of the new synchronous blended format this semester (Winter 2022) and plan to introduce it more widely in Fall 2022 forward. Depending on the success of the revised course, it may be offered in additional sections to meet student demand.
<b>Recommendation #2</b> Review alternative delivery formats and schedules of all marketing courses.	
<b>Recommendation:</b> We predominately use a lecture style format in our courses. Given the number of students we teach, we believe that there respecting different learning styles as well as content requirements encourage us to move beyond lecture style to a more balanced approach where lecture accounts for 50% of the delivery formats.	
<b>Rationale:</b> There were a number of comments in the Dean’s survey from students that indicate that lecture style should only be one method, not ‘the’ method to convey information.	
<b>Objective:</b> To improve the quality of foundational marketing education for both marketing majors and non-marketing majors	

<p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Improvement in the technology offered in the classroom to allow for more innovative teaching (greater internet bandwidth)</li> <li>• Microphones and cameras in the classroom to allow students to chose in-person or virtual participation in classes</li> <li>• Access to a variety of learning software in the classroom podiums</li> <li>• Considering offering a year-long program of study rather than focus on two terms.</li> <li>• As part of this consider a data analytics and creative stream within marketing to allow marketing majors who have a particular career in mind to gain additional momentum toward their career through learning about, and using specific technologies and software</li> </ul>
<p><b>Timeline:</b> Long term as these require reconfiguring the classrooms across campus.</p>
<p><b>Responsibility for leading initiative:</b> Program Chair</p>
<p><b>Responsibly for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation:</b> Faculty Dean</p>
<p>➔ <b>Progress Update:</b> The Department has begun addressing this recommendation with the changes to MKT100 (see Recommendation #1). Similarly, the Department has approved an alternate delivery format for MKT802 to begin in the Fall of 2022 forward. MKT802 sections will be offered with both in-person for 4 of the 12 classes with the remainder offered in a virtual format. The pedagogical approach lends itself well to this delivery format.</p> <p>As for other courses, the Department will be initiating a renewal of their curriculum this summer and expect to look at other alternate delivery methods as part of that process.</p>
<p><b>Recommendation #3</b> Increase the major required courses to 12 which would put Marketing in line with other majors across campus</p>
<p><b>Recommendation:</b> Increase the number of required courses for the marketing major from 9 to 12</p>
<p><b>Rationale:</b> This would build a path for students to take 'double majors' within their 40 course curriculum. This would mean requiring that students take at least 3-4 courses from the list of MKT electives.</p>
<p><b>Objective:</b> Increase the major required course in order to deepen students' marketing knowledge and expertise. Currently we are rushed in the existing courses to offer a greater exploration of key marketing topics.</p>
<p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Begin to explore the ramifications of 12 required courses on the PR and Electives offered.</li> <li>• Conduct an industry survey to understand the 5-10 year needs of the marketing and advertising community</li> </ul>
<p><b>Timeline:</b> Long term</p>
<p><b>Responsibility for leading initiative:</b> Program Chair</p>
<p><b>Responsibly for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation:</b> Faculty Dean</p>
<p>➔ <b>Progress Update:</b> The Department plans on reviewing the required courses for the Marketing Management Major when it begins the curriculum renewal planning process this summer. The process will determine whether or not it is necessary to increase the number</p>

of required courses for the Major.

## Real Estate Management

RECOMMENDATION AND IMPLEMENTATION PLAN	
<b>Recommendation #1</b>	
<b>Recommendation:</b> The REM Department is to build a number of new area-specific learning outcomes.	
<b>Rationale:</b> The REM Department was founded in 2014 and have been focusing on delivering successfully the SBM's learning outcomes. Currently, the Department has only a single area-specific learning outcome. Now that the Department has achieved smoothly a degree of maturing, it is time to produce focused and concrete area-specific learning objectives.	
<b>Objective:</b> See the rationale.	
<b>Actions:</b> The REM Department curriculum committee takes a continuous improvement approach. It will build new learning objectives and, over time, will review the existing ones either to update their contents or to introduce new ones so that the Department's curriculum reflects the changes in the knowledge base and business practices.  The development of new learning objectives moves forward along with the development of new courses, some of which is proposed and elaborated below.	
<b>Timeline:</b> While development of learning objectives is dynamic, evolving and an ongoing long-run process, the curriculum committee of the REM Department will begin its work on this recommendation upon hearing the University's feedback on this Periodic Program Review report.	
<b>Responsibility for leading initiative:</b> Department Chair and/or Chair of the Curriculum committee.	
<b>Responsibly for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation:</b> Undergraduate Curriculum Committee (both Department and Faculty levels), the Faculty Senate and the Dean's Office.	
 <b>Progress Update:</b> The REM Department has been working on this for some time and has discussed and constructed a number of new and area-specific learning outcomes. Further, the Department is in the process of embracing changes in the course content and/or delivery of some of the existing courses or new courses proposed to be introduced soon or in the near future.  We are expecting to complete a great proportion of our work on this recommendation in the Fall 2022.	
<b>Recommendation #2</b>	

<p><b>Recommendation:</b> The REM Department is to cover and emphasize in more depth and breadth real estate topics from international markets and perspectives.</p>
<p><b>Rationale:</b> By definition, real estate is an international topic. The wealth attached to real estate assets (homes, commercial properties and financial securities such as mortgages and secondary mortgage markets) is the largest by a substantial margin over the second largest asset category all over the world. Further, financial crises tend to correlate internationally with the dynamics of the real estate assets and markets. Thus, the REM Department will provide more depth and breadth on international topics.</p>
<p><b>Objective:</b> See the rationale. Provide the REM students with a worldview and offer some degree of readiness to them for careers and opportunities all over the world.</p>
<p><b>Actions:</b> The REM Department will update course contents to cover more depth and breadth in international topics and introduce an elective course with a focus on international real estate markets and topics. In the long run, there may be a few highly specialized elective or required courses on international real estate topics.</p>
<p><b>Timeline:</b> 2021</p>
<p><b>Responsibility for leading initiative:</b> Department Chair and/or Chair of the Curriculum committee and the instructors teaching the courses with a need for content update and the instructor who will develop the elective course.</p>
<p><b>Responsibly for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation:</b> Undergraduate Curriculum Committee (both Department and Faculty levels), the Faculty Senate and the Dean's Office.</p>
<p>➡ <b>Progress Update:</b> The Department has introduced an elective course, REM 770, and been building more international content into its courses. For example, REM 800 has several cases that cover several countries around the globe; REM 400 covers REITs, mortgage contracts and mortgage-backed securities by providing international comparisons; REM 620 also offer international discussions, among others. Lastly, the Department has approved a new Special Topics course that will allow students to undertake a major research/independent project related to industry trends.</p>
<p><b>Recommendation #3</b></p>
<p><b>Recommendation:</b> The REM Department is to design and introduce opportunities for students to learn in some depth about indigenous cultures and to appreciate their special relationships with land and environment.</p>
<p><b>Rationale:</b> This recommendation relates to the University's objective to embrace indigenous communities as well as its sharp focus on equity and diversity issues. This recommendation endorses the REM Department's recognition that embracing indigenous cultures is an important matter for TRSM and Toronto Metropolitan University and the community at large.</p>
<p><b>Objective:</b> To embrace indigenous cultures and be a leading academic platform to address educationally the indigenous communities' real estate management practices, concerns and approaches in their fullest and broadest scope.</p>
<p><b>Actions:</b> The REM Department has already begun to engage in this topic and will extend its efforts and initiatives to be able to implement a comprehensive approach to this matter.</p>
<p>The REM Department has been represented on the committee, tasked with building initiatives on indigenous communities and their visible and equitable representation within TRSM. The Chair of the REM Department is also meeting individually with some leading members of the indigenous communities.</p>

Further, one of the REM students is currently travelling to the Arctic communities, registered in REM805, the special topics course, and tasked, among others, with a report on the land use and real estate management issues in these communities. The department will benefit from this report in identifying topics of interest to the department.

The Department aims to introduce a brand new course into its curriculum and recruit a colleague, who has indigenous heritage.

**Timeline:** Upon recruitment of a new colleague with indigenous heritage, the development of a new course and its integration into the curriculum should take approximately two years.

**Responsibility for leading initiative:** Department Chair and/or Chair of the Curriculum committee and the newly recruited instructor(s) who will design and teach this unique course.

**Responsibly for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation:** Department Hiring Committee, Department Chair, Undergraduate Curriculum Committee (both Department and Faculty levels), the Faculty senate and the Dean's Office.



**Progress Update:** The Department has been in touch with a colleague, with indigenous heritage in the Entrepreneurship & Strategy Department, Michael Mihalicz, and has asked for his guidance and assistance. Further, the Department invited an indigenous colleague, Cara Sanders, to a meeting so that she could provide a brief on various real estate related matters before the indigenous communities. It is the Department's hope that Ms. Sanders may join the PhD Program in Real Estate Studies in the near future. Finally, the Department is currently seeking an introduction to a University of Toronto professor, who has developed a course on the History of Indigenous Economies. It is the Department's hope that this introduction and ensuing conversations may be the seed of developing and integrating a similar course into the curriculum.

The Department is open-minded for all opportunities now and later to introduce, boost and/or bolster its offerings on real estate topics with indigenous content.

#### **Recommendation #4**

**Recommendation:** The REM Department is to prepare and submit an increasing number of Tri-council research grant proposals over time.

**Rationale:** This recommendation addresses the current PPR report's point on the research grants. The REM Department is young and maturing, has begun to submit Tri-council research grants and needs to make this matter one of its priorities in the years ahead. Success in the Tri-council research grants is one of the objective metrics of academic success for an academic and her/his institution.

**Objective:** To increase the submission and success rate in REM Department's Tri-council research grant applications and to remain active in producing research grant proposals over time.

**Actions:** The REM Department has already begun to engage in this topic and will extend its efforts and initiatives to be able to implement a comprehensive approach to this matter.

It is expected that especially newly recruited colleagues will be active in producing Tri-council research grant proposals.

**Timeline:** The REM Department will be following the timelines established by the Tri-council bodies.

**Responsibility for leading initiative:** Department Chair and/or the academics in the department.

**Responsibly for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation:** Department Chair and the Dean's Office.

➡ **Progress Update:** The Department is currently working on crafting a number of Tri-Council research grant proposals. The introduction of the PhD Program with a track in Real Estate Studies gives a lot of incentives to the members of the Department to be active in this scholarly domain. We hope and also expect to share success stories in the near future.