



University of Toronto Quality Assurance Process (UTQAP) Cyclical Review: Final Assessment Report and Implementation Plan

Program Reviewed:	Bachelor of Commerce, B.Com. • Specialist in Accounting • Specialist in Finance and Economics • Specialist in Management
Division/Unit Offering Program:	Joint Program between the Faculty of Arts & Science and the Rotman School of Management
Commissioning Officer:	Dean, Faculty of Arts & Science
Reviewers (Name, Affiliation):	1. Prof. Brian Bemmels, Ph.D., Senior Associate Dean, Academic Programs, Sauder School of Business, University of British Columbia 2. Prof. Al Slivinski, Ph.D., Dept. of Economics, University of Western Ontario 3. Prof. Lynn Wooten, Ph.D., Associate Dean for Undergraduate Programs, Stephen M. Ross School of Business, University of Michigan
Date of Review Visit:	January 29-30, 2015
Date Reported to AP&P:	March 30, 2016

Unless otherwise noted, all bulleted comments apply to all programs reviewed.

1 Outcome

The Committee on Academic Policy and Programs (AP&P) concluded that there were no issues to be drawn to the attention of the Agenda Committee but requested a follow up report in one year on steps taken to address the issues raised by the reviewers regarding the admission

process, organizational structure, student morale and faculty teaching assignments. The follow-up report will be considered by AP&P at the Cycle 5 meeting in 2016-17.

2 Significant Program Strengths

- Impressive students, faculty, staff, and alumni
- Students have benefitted from recent curricular innovations
- Excellent, high quality research conducted by both Arts & Science and Rotman faculty
- Program is widely recognized for its excellent graduates, particularly in the areas of accounting and finance
- Dedicated staff, who deliver high levels of service to students

3 Opportunities for Program Enhancement

The reviewers recommended that the following be considered:

- Finding the balance between liberal arts, economics, and business courses, including whether there should be more business courses in first year
- Leveraging the program's excellent location, high quality faculty, and the wonderful reputation of the Department of Economics and Rotman to improve the program, including further engaging Rotman faculty
- Addressing morale by improving student experience, advising and space
- Reflecting upon the roles of Rotman and the Faculty of Arts & Science in ensuring the program's success
- Considering the level of resources committed to the program in light of funding levels at similar programs

4 Implementation Plan

The Deans of the Faculty of Arts & Science and the Rotman School undertook in consultation with the Commerce Program Director to support the following changes:

- Immediate Term (6 months)
 - Finding the balance between liberal arts, economics, and business courses, including whether there should be more business courses in first year
 - Both the Faculty of Arts & Science and the Rotman Faculty have approved changes to the first-year curriculum, including offering more introductory business courses in the first year and allowing students to take FAS electives later in their program.
 - The Rotman Commerce program office will help support students by providing the needed academic advising on each of the specializations in the first year of the program.
 - The Arts & Science Dean's Office will work with the Rotman Commerce program office to maintain and update a list of potential Arts & Science courses students can take to complement their business studies.
 - The Rotman Commerce program office will gather a comprehensive inventory of all available professional and soft skills training opportunities that exist within the program and within the University to inform a comprehensive plan of integrating professional skills development into the Rotman Commerce program.

- Leveraging the program's excellent location, high quality faculty, and the wonderful reputation of the Department of Economics and Rotman to improve the program, including further engaging Rotman faculty
 - The Rotman Commerce Academic Director and the Vice Dean of Undergraduate & Pre-Experience Programs at Rotman have worked with Rotman area coordinators to discuss faculty teaching assignments with the aim of enhancing teaching at the undergraduate level.
 - Rotman Dean's Office has equalized incentives to teach in graduate and undergraduate programs; emphasized the importance of Rotman Commerce within the School's vision; created more opportunities for the Dean of Rotman to speak and interact Commerce students; and altered the decanal administrative structure at Rotman so greater attention and oversight can be placed on the undergraduate program.
 - Rotman Dean's Office has held numerous town hall meetings with staff and faculty to discuss methods of better engaging with the program and its students.
- Addressing morale by improving student experience, advising and space
 - The Rotman Commerce Director will work to establish mentorship programs between MBA and Commerce students and/or upper and lower year Commerce students.
 - Rotman Dean's Office has rearranged classroom space and facilitated access to event spaces for Rotman Commerce.
 - The Rotman Commerce Director will look to different opportunities to create a stronger sense of community amongst first year students, which will in part be assisted by the larger number of business courses these students will now take together in the first year as a result of the curriculum changes.
- Medium Term (1-2 years)
 - Addressing morale by improving student experience, advising and space
 - After reviewing career services offered at competing undergraduate business programs, both Faculties will work to increase the program's career service advising capacity and the intermediate space required to house new hires.
 - Finding the balance between liberal arts, economics, and business courses, including whether there should be more business courses in first year
 - The Academic Director will consider further curriculum changes and their implications on the program and its students.
 - The Program office will design a coordinated and comprehensive delivery plan for improved professional and soft skill development to be integrated within the program.
 - Reflecting upon the roles of Rotman and the Faculty in ensuring the program's success
 - The Deans of both Faculties have started to meet regularly to discuss how each can provide appropriate and coordinated support to the Rotman Commerce program.
 - Both Faculties have agreed to form a Resource and Planning Committee for Rotman Commerce with members from both Faculties, which will serve as the main working group for future resource discussions for the Program.
 - The Chief Administrative Officers from both Faculties are meeting regularly as part of the discussions around current and future resource allocations.

- Considering the level of resources committed to the program in light of funding levels at similar programs
 - Both Faculties have agreed to raise the funding commitment to the program and will continue to discuss the level of resources and services needed for Rotman Commerce to be commensurate with other leading business programs
- Longer Term (3-5 years)
 - Addressing morale by improving student experience, advising and space
 - Rotman Dean's Office and FAS Dean's Office will review the long-term space needs of the program and will make a plan to find space to bring staff together in a more unified, contiguous area; increase available student space; find classroom space with up-to-date and consistent technology to improve student experience.

The Faculty of Arts & Science Dean's Office will follow up annually with the Rotman Dean's Office and the Commerce Program Office to assess progress.

5 Executive Summary

The reviewers identified the program's strengths as its impressive students, faculty, staff, and alumni; recent curricular innovations; the excellent, high quality research conducted by both Arts & Science and Rotman faculty; and dedicated staff, who deliver high levels of service to students. The reviewers recommended that the following issues be addressed: finding the balance between liberal arts, economics, and business courses; leveraging the program's excellent location, high quality faculty, and the wonderful reputation of the Department of Economics and Rotman to improve the program; addressing student morale by improving student experience, advising and space; reflecting upon the roles of Rotman and the Faculty of Arts & Science in ensuring the program's success; and considering the level of resources committed to the program in light of funding levels at similar programs.

In response, the Faculty of Arts & Science and the Rotman Faculty have approved adding more business courses to the first year curriculum, and the Deans of both Faculties have agreed to provide additional resources that will help to strengthen and increase career advising to students. Rotman leadership have taken numerous measures to increase engagement and involvement with the Rotman Commerce program, including providing additional access to classroom and event space within the Rotman building. Both Faculties have agreed to raise the funding commitment to the program.

The Committee on Academic Policy and Programs (AP&P) concluded that there were no issues to be drawn to the attention of the Agenda Committee but requested a follow up report in one year on steps taken to address the issues raised by the reviewers regarding the admission process, organizational structure, student morale and faculty teaching assignments. The follow-up report will be considered by AP&P at the Cycle 5 meeting in 2016-17.