

June 21, 2024

Professor Susan McCahan  
Vice-Provost, Academic Programs  
Office of the Vice-President and Provost  
University of Toronto

**Interim Monitoring Report: 2018-19 External Review of the Department of Management and its Programs**

Dear Susan,

Thank you for your letter of July 14, 2023 requesting our interim monitoring report for the 2018-19 external review of the Department of Management and its programs, and the administrative response to the review, which were presented to the Committee on Academic Policy and Programs (AP&P) on May 6, 2020.

**Status of implementation of plans outlined in the Dean's administrative response:**

I am pleased to report that progress has been made toward implementation of the recommendations in the review, and new initiatives have been undertaken (as described below).

Action	Timeline	Status
Management to move to the new activity-based budget structure	Immediate (May 2020)	<ul style="list-style-type: none"> <li>The Department Chair and Managing Director are both participating in the UTSC Strategic Priority 5.3 – Participatory Resource Allocation committee since October of 2022 and have offered that Management could be a pilot department for the new activity-based budget structure. Currently waiting on a central roll-out of this financial structure. The Department has raised concerns about the process being an incremental model implementation which may not fully support funding for existing over-enrolments.</li> <li>The campus as a whole is moving to the new budget model as shadow year, 2024-2025. This model is a revenue/expense model rather than an expense model.</li> </ul>
Comprehensive review of centralized	Immediate (May to August 2020)	<ul style="list-style-type: none"> <li>An internal review of student services was conducted at the end of 2020 to better understand existing co-curricular</li> </ul>



<p>services, including Academic Advising &amp; Career Centre, AccessAbility, Health &amp; Wellness, etc.</p>		<p>services available for Management students, which was outlined in the 1-Year Follow-up Report dated September 15<sup>th</sup>, 2021. The review found that very few Management students are accessing these services, and that greater support is required to enhance Management-specific student services.</p> <ul style="list-style-type: none"> <li>• Embedded services have been enhanced with base funding in 2020-21 for the BRIDGE, student programming and a new software system, and new staff positions in Work-Integrated Learning and Entrepreneurship and Experiential Learning</li> <li>• Remaining service gaps have been filled temporarily with term contract staff. However, this has been challenging given the higher turnover associated with term staff. A newly implemented hiring freeze will complicate progress on achieving this recommendation, as we will need to revert to our previous staffing numbers.</li> </ul>
<p>Core curriculum review</p>	<p>Immediate to Medium (November 2019 to November 2020)</p>	<ul style="list-style-type: none"> <li>• The curriculum review is complete. Changes identified by the working group were approved in 2022-23 and have been implemented for the 2023-24 academic year. The Department has held several sessions for students who were enrolled before the change in core curriculum so that they can make informed decisions around which calendar to follow.</li> </ul>
<p>Review of AACSB accreditation requirements</p>	<p>Medium to Long (July 2021 and ongoing)</p>	<ul style="list-style-type: none"> <li>• The Department of Management is involved in the AACSB review of the University of Toronto Management programs. In addition to the work done by the consultant, we expect to learn more about the requirements during these meetings.</li> </ul>
<p>Comparison of business program funding budgets at U of T/review of department's budget</p>	<p>Immediate to Medium (6 months to 2 years)</p>	<ul style="list-style-type: none"> <li>• We continue to experience challenges in accessing Rotman Commerce data for the purpose of comparison.</li> </ul>
<p>Review of department report on overload teaching and faculty complement</p>	<p>Immediate (6 months to 1 year)</p>	<ul style="list-style-type: none"> <li>• This continues to be a complicated issue. Approximately one half of the courses taught within the Department are taught by faculty on regular load. There are approximately five faculty who individually teach over 10 courses a year. This exposes the Department to risk that during any term that if any of</li> </ul>



		<p>these faculty members are unable to continue teaching, there will be a significant hurdle to maintain the continuation of the course as well as the quality of teaching expected.</p> <ul style="list-style-type: none"> <li>• At the time of the last self-study in 2019, there were 50 full-time faculty. Currently, there are 55 full-time faculty and 2 part-time faculty. An appropriate student to faculty ratio would be 40:1 based on the higher ratio maintained by UTM Management (and would be in line with other competitors within Ontario and Canada), but we are not able to meet this target without a considerable number of new faculty lines.</li> <li>• We continue to struggle with faculty capacity. Given the current fiscal climate, the UTSC Executive has only committed to providing the Department of Management two new faculty positions annually. In the current year, the Department has four new faculty positions, two of which are dedicated Path to Parity hires.</li> </ul>
Continued discussion around transitioning the Department to a faculty or school	Medium to Long (1 to 4 years)	<ul style="list-style-type: none"> <li>• Transitioning to faculty or school is not within the authority of the Dean and needs senior administrative support which to date has not been forthcoming. The Department continues to work with our advancement office (DARO) to identify fundraising opportunities to support the department. However, without clear support of the Provost and the President, transition to a faculty is not possible.</li> </ul>

**The status of any additional items discussed at the AP&P meeting as captured in the FAR/IP:**

- Progress towards the implementation of follow-up measures, especially in relation to the need for improved student services and greater autonomy for the Management programs.

Most of the key items have been addressed above; however, the Department has been asked to grow over the past few years to support campus goals, targets, and financial health. As many of the above items are still in progress (or temporary), progress on the core issues will likely be slower than desired.

**The status of any projects supported by “Program Innovation Funding” provided by the VPAP**

As mentioned in our one-year follow-up report submitted on September 15, 2021, the Department received Program Innovation Funding from the Provost’s office to support several initiatives undertaken following the



2018-19 UTQAP review: our recent core curriculum review, the review of AACSB accreditation requirements, the comparison of resource allocations for the delivery of similar programs, and the review of services provided by peer institutions available to students in programs similar to ours. Several of these initiatives have now been completed; and their status, with information regarding steps taken to date and future plans, is provided in the table above.

**Findings of assessments of program effectiveness, conducted as outlined in the self-study**

N/A

Sincerely,

A handwritten signature in black ink, appearing to read 'WAG', written over a light blue horizontal line.

Professor William A. Gough  
Vice-Principal Academic & Dean

Cc: Jean-Etienne de Bettignies, Acting Chair, Department of Management