

REPORT OF ACADEMIC STANDARDS COMMITTEE

Report #F2020-1; October 2020

In this report the Academic Standards Committee (ASC) brings to Senate its evaluation and recommendation on the following items:

- **FACULTY OF ENGINEERING AND ARCHITECTURAL SCIENCE – Addition of a new standing variation for all undergraduate Engineering programs**
- **FACULTY OF ENGINEERING AND ARCHITECTURAL SCIENCE – MECHANICAL ENGINEERING - Universities of Canada-Egypt curriculum proposal**
- **FACULTY OF ARTS – New optional undergraduate co-op programs**
- **SCHOOL OF BUSINESS MANAGEMENT – MARKETING MANAGEMENT – Revisions to the co-op work term schedule**
- **SCHOOL OF BUSINESS MANAGEMENT – ALL MAJORS – Reduction in the total number of courses, from 41 to 40, required for the degree**
- **For Information: Change in administrative home for the new BFA Professional Music program, from Creative Industries to the RTA School of Media**

A. FACULTY OF ENGINEERING AND ARCHITECTURAL SCIENCE – Addition of a new standing variation for all undergraduate Engineering programs

The Faculty of Engineering and Architectural Science proposes a Standing Variation for undergraduate engineering students, such that a student's academic standing is based on both Cumulative Grade Point Average (CGPA) and Term Grade Point Average (TGPA), effective Fall 2021. In order to maintain a Clear academic standing, their CGPA would still have to be above 1.67, but their most recent TGPA would have to be above 1.33 as well. A student who has a CGPA greater than 1.67 would become Probationary if their TGPA dropped below 1.33. The TGPA would be based on a minimum of two graded courses taken in the term in question (Fall, Winter or Spring/Summer).

Once a student is on Probation, they will remain Probationary until they meet the terms of their Probation Contract, AND raise their CGPA above 1.67. Failure to meet the terms of the Probation Contract will result in a standing of Required to Withdraw (RTW). A student who meets the terms of their Probation Contract but does not raise their CGPA above 1.67 will remain on Probation until their CGPA is above 1.67.

Background and Rationale - Some undergraduate students have been carrying a very high number of F's on their transcripts, often without ever being on Probation and therefore not coming to the attention of the Departments. These students often are first noticed when their academic standing becomes Permanent Program Withdrawal (PPW) due to failing a required course for the third time, usually after having spent several years in their program. Some students manage to graduate with very high numbers of F's on their transcripts, leading to questions from employers about how someone with 15 or more F's on their transcript can have graduated.

There are several issues related to our current Standing system that allows students to accumulate high numbers of F's without significant consequences. The first issue is related to professional competency and public safety. Arguably, a student who graduates with numerous F's has not mastered engineering to the degree required to practice safely and competently. Another associated issue is reputational. Finally, our current standing system does not allow early identification of struggling students. Once a student has successfully passed First Year with a reasonable CGPA, it takes many poor courses to drop their CGPA below 1.67. Furthermore, since F's do not count in CGPA calculations once the failed course has been successfully repeated, strategically repeating failed courses can keep a student from becoming Probationary. In many instances, the first time a Department becomes aware that a student is struggling is when they fail a course for the third time, sending their standing from Clear to PPW without ever going probationary.

The Registrar's Office sends a report to departments/First Year Engineering Office (Early Alert Support for Students with Multiple Failures) which lists all program students enrolled in second, third or fourth attempts of a

course. Emails are often sent to these students advising them of their situation and encouraging them to meet with their associate chair/program director. However, such emails do not require students to take action. Few students respond to this invitation, and many go on to PPW standing.

Standing Systems at other Engineering Schools – A survey of other Canadian Engineering schools shows that while some schools base academic standing solely on CGPA, many have additional criteria. Schools that have a strict cohort system, like the University of Waterloo, base standing on a combination of CGPA and term performance. In some cases, failing two courses in a term could require a student to repeat the entire term, including any courses previously passed. A few schools, including the University of Ottawa, limit the total number of F’s a student can have over their program, and assign an academic standing equivalent to PPW if that number is exceeded, regardless of CGPA.

Impact of Standing Variation - This Variation would have a significant impact on the number of students with Probationary academic standing. The table below illustrates the impact that would have occurred had this Standing Variation rule been applied to the W19 term students. With the Term GPA bar set at 1.33, the number of Probationary students would have been 421, compared to 120 based on the current rules. If the TGPA bar were to be set at 1.67, the same bar as CGPA, nearly 16% of students would have been Probationary.

Standing Variation Outcomes		
Data from W19 term (4193 ENG Students, excludes RTW, PPW)		
Probation Criteria	# Probationary	% of Total
CGPA < 1.67 (Current rules)	120	2.9%
CGPA < 1.67 OR TGPA < 1.67	668	15.9%
CGPA < 1.67 OR TGPA < 1.5	545	13.0%
CGPA < 1.67 OR TGPA < 1.33	421	10.0%

There are concerns that if this new Standing Variation were applied to a term when most students take very few courses (ie the Spring Transition term), a very high number of otherwise good students could become Probationary based on one poor course. In order to prevent this, the Term GPA rule would only apply to terms when two or more graded courses are taken.

Benefit to Students - The proposed Standing Variation will allow Departments to identify struggling students, and provide guidance and assistance to students in need. With the proposed Standing rules, these students would come to the attention of their Program much sooner, and therefore can be helped much sooner. Currently, first contact with these students often occurs when they fail a course for the third time, and have their standing go from Clear to Permanent Program Withdrawal (PPW) without ever going Probationary.

Concerns have been raised that significantly increasing the number of students on Probation will increase the attrition rate proportionately. While intuitively this would seem to make sense, the literature is mixed on this. Albert and Wozny as well as Fletcher and Tokmouline found that attrition rates were not significantly different between probationary students and those just over the probationary bar. However, it was noted that the mandatory counselling and assistance to probationary students was likely the key. Ryerson’s system of probationary contracts will likely limit attrition, though it is expected that some increase in attrition will occur.

Next Steps - In addition to the current academic counselling and advice services, the Faculty of Engineering and Architectural Science is committed to the following support and activities.

- (1) The First Year Engineering Office and departments will implement effective strategies to intervene and provide counselling and advice to all of the probationary students.

- (2) The Faculty and each department will monitor the time for degree completion once the Standing Variation is in place and examine the potential impact of the Standing Variation.
- (3) The Faculty and each Department will monitor the potential impact of the Standing Variation from an EDI (Equity, Diversity and Inclusion) perspective. Opportunities for identifying and supporting affected students earlier in the process will be pursued.

Recommendation

Having satisfied itself of the merit of this proposal, the Academic Standards Committee recommends: *that Senate approve the addition of a new standing variation for all undergraduate Engineering programs in the Faculty of Engineering and Architectural Science.*

B. FACULTY OF ENGINEERING AND ARCHITECTURAL SCIENCE – MECHANICAL ENGINEERING - Universities of Canada-Egypt curriculum proposal

Background - Anticipating Ryerson's forthcoming 2020-2025 Academic Plan, the Faculty of Engineering and Architectural Science (FEAS) has embarked on an ambitious opportunity to immediately demonstrate Ryerson's Global Leadership and the goal of expanded Internationalization. Working with respected and trusted partners within the Middle East and North African (MENA) region, FEAS is proposing a bold initiative that would firmly establish Ryerson and FEAS experientially learning-based academic programming in engineering which is in high demand in the MENA educational market. As an anchor partner within the Universities of Canada in Egypt (UCE) campus, in the new administrative capital in New Cairo, FEAS has been invited to provide a unique experiential learning educational experience.

In 2018, the Egyptian Government ratified a new educational model that allows universities such as UCE to host key Canadian partner universities, with each Institution providing its own unique area of expertise. UCE provides the campus facilities and infrastructure, marketing and student recruitment, health, wellbeing, and student services under the guidance and direction of Canadian norms and standards, while the University partners themselves maintain total academic control of their respective program offerings, policies, and norms. Essentially, MENA students can work towards the completion and receipt of a Canadian degree within Egypt.

The University of Prince Edward Island is the first Canadian partner to establish itself on the UCE campus, offering undergraduate degrees in Business, Computer Science, Sustainable Engineering and a Master's in Business Administration. The partnership is entering into UCE's second year of operation and the enrollment already exceeds 1,000 undergraduate and graduate students. The addition of the Faculty of Communication and Design (FCAD) and FEAS's Civil and Electrical Engineering programs from Ryerson, which were approved by Senate in April 2020 and June 2020, respectively, and FEAS's Mechanical Engineering program, as outlined in this proposal, will allow for unique programming suited for Egyptian and MENA students. As such, student enrollment is targeted to quadruple in the next several years.

Accordingly, in this submission, FEAS proposes to pursue a formal partnership with UCE in order to offer the undergraduate Mechanical Engineering program, which meets the needs and demands of a new generation of engineering students in Egypt. The Faculty has completed a review of this opportunity in Egypt and has assessed the operations at present to validate the specific programming that could be pursued. Presently, FEAS is recommending to add to the partnership by offering its BEng in Mechanical Engineering program commencing in the Fall 2021 term, which has been identified as an immediate growth area within the MENA and specifically Egyptian educational market.

There are no proposed changes to the structure or the mode of delivery of the curriculum of the selected program. This proposal only requests that the same program offering be allowed to be offered in partnership with UCE and their logistical infrastructure, in Egypt. Faculty members hired in Cairo will build course material within the defined course sequence and structure, following Ryerson Engineering course outlines and Canadian Engineering Accreditation Board (CEAB) materials.

Delivery of program and courses will run 13 weeks per semester, with new academic cohorts starting in September of every year. Semesters will include Fall, Winter and Spring/Summer. Start dates and holidays will vary from the Canadian calendar due to variance in Egyptian secular and religious holidays. However, all efforts will be made to closely align Canadian and Egyptian student and operational calendars.

In the combined FEAS @ UCE first year cohort, it is anticipated that Mechanical Engineering will have 50 students.

Academic governance, including applicable Senate Policies (see Appendix E), will remain vested with Ryerson through existing decanal structures. This will include establishing and empowering localized committees led by the FEAS @ UCE Associate Dean as well as Mechanical Engineering Program Director to be formed, when required and under the guidance of Ryerson FEAS's relevant program Chair and Dean. Further, committees would liaise with pertinent Ryerson offices (e.g. the Office of Academic Integrity) to ensure a fully harmonized application of policies for Cairo-based students. All efforts will be made to ensure a fair, open and equitable process within Egypt, designed to mirror student experiences at Ryerson in Canada. After the proposal is approved and implemented, opportunities to engage students and student groups between the two campuses will be identified and implemented.

All classes will be taught in English and as per UCE Admissions policy, all students will require an overall IELTS Score of 6.5, or a TOEFL Score of 80+ for admission, which mirrors Ryerson's own English Proficiency requirements. Any adjustments to Ryerson's admission criteria/thresholds in Canada would be simultaneously adjusted for admission to study in Cairo.

Effect on the Undergraduate Degree Level Expectations (UDLEs) and program learning outcomes - There are no anticipated effects on UDLEs or program learning outcomes.

Changes that are the result of a previous periodic program review - The proposed changes were not generated through previous periodic program review (PPR) and accreditation processes. For future periodic program reviews, the Cairo offered programs will incorporate all program adjustments articulated through the Toronto-led PPR process, and these adjustments will be governed by the established processes and governance of the Toronto programs.

Additional resources needed - The partnership agreement will entrench clear obligations on the part of UCE in their campus development to ensure the requisite physical plant and equipment infrastructure. These expected resources include Mechanical Engineering labs and information technology infrastructure. Additional support systems will include library resources (both physical and digital as well as staffing), student services, cafeteria and student government, which will be shared among the UCE Canadian University partners, such as FCAD, FEAS's Civil and Electrical Engineering programs, and UPEI. The requisite partnership agreement would also outline the requirements for ongoing investment in the maintenance, updating and evolution of infrastructural support required to align with study conditions at Ryerson in Toronto.

With respect to faculty and staff required for managing programming on the UCE campus, all faculty and staff will be recruited at the discretion of hiring committees as designated under the authority of the pertinent Ryerson Dean and actioned by local and Toronto based Departmental Hiring Committees (see Appendix D). Ryerson will retain full control of both the faculty and staff profiles sought and will have authority for all hiring decisions. As per UCE hiring policy, all faculty and staff will be employed on a contract basis under Egyptian Law. There are no tenure-stream or tenured positions.

An Associate Dean, with support from the FEAS Facilities Manager (FM), will manage the daily academic and operational needs of the programs, facilities, and partnerships (see Appendix C). The Associate Dean will report directly to the Dean of FEAS in Canada and the Chairs of Mechanical and Industrial Engineering, as well as Civil

Engineering and Electrical, Computer and Biomedical Engineering as approved, will provide consultative support to the Associate Dean with respect to academic and operational management of their program offerings at FEAS @ UCE. Mechanical Engineering Program Director will coordinate the Teaching Faculty and Teaching Assistants and will also coordinate with the Chair of Mechanical and Industrial Engineering, alongside the Associate Dean, on the delivery of the academic programming. The facility, workshop/lab, IT Network, and administrative staff will be managed by the FEAS Facilities Manager.

Initial projected Mechanical Engineering faculty and staff will be a complement of 7-10, with additional increases as required. A faculty to student ratio will be negotiated with UCE as part of the future partnership agreement.

Recruitment of highly qualified educators and professionals for placement within Egypt will require specific targeting of PhD degree holding and Canadian PEng designated instructors. As with any potential international teaching assignment, these candidates will need to possess a desire to work internationally, seeking the challenges and rewards of being within a culture with which they may not be familiar.

There is no intent to acquire Lecturers from existing RFA Faculty, or staff from existing full time Ryerson staffing positions, however, if RFA or staff express a desire to partake in short-term or limited roles within FEAS @ UCE, FEAS will address those opportunities on a case-by-case basis and within the Ryerson HR policy and procedures that allow for leave of absence or RFA member sabbaticals.

Comparison of the existing curriculum with the curriculum of the proposed program - There will be no changes to the core curriculum or program sequencing. However, the intent is to provide an abbreviated roster of offerings in the list of current popular liberal studies electives regularly taken by FEAS students (see, for example, Appendix A). Should the partnership proceed, an element of the planning will be to coordinate with the University Planning Office (UPO) on the balance of electives to be offered to optimize student experience with the efficiency of implementation.

Rationale for changes to electives, including availability of electives - Pending the outcome of this process, FEAS would design a streamlined suite of Ryerson liberal studies electives from selected Table A/B courses. The Mechanical Engineering program under consideration of this proposal requires a total of four liberal studies courses to be completed (two Table A and two Table B).

As part of the detailed planning process, FEAS, working with FCAD, would seek consultation with additional Faculties (most notably the Faculty of Arts) in order to identify liberal studies offerings that could be included for consideration in Egypt. This would be guided by the observed top enrolments of current FEAS students at Ryerson. For example, a list of potential courses which are consistently taken by FEAS students is provided in Appendix A. This list of Table A/B liberal studies electives reflects courses typically taken by FEAS students. Where additional course offerings are identified that would involve an additional Ryerson Faculty, the associated DHC structure would adjust to include representation by the pertinent Faculty (which would be negotiated by the relevant Deans if and when agreement on course offerings would be determined). It is worthwhile to mention that FCAD currently houses 11 liberal studies courses.

Additionally, there is an opportunity in the future to share electives between other partner institutions at the UCE Campus, such as UPEI. In such a case, a bilateral credit transfer agreement would be established between Ryerson and the partner institution with course equivalencies assessed by the pertinent School.

Please note that in the first year of program offerings at FEAS @ UCE, Civil, Electrical and Mechanical Engineering require only one lower level liberal studies elective.

Description of each new or amended course, in calendar format - There are no new or amended course requirements. All courses offered at FEAS @UCE will mirror exactly those courses offered at Ryerson in Canada.

Program balance - The program balance between core, open electives and liberal studies would remain the same as they are currently offered.

Timing, implementation and the strategy for communicating to students - No changes will be experienced by students already enrolled, save for the possibility of future optional global learning experiences. Should this partnership model be approved, the opportunity to apply for earning a Ryerson degree in Egypt would be communicated to prospective students pre-application such that all details would be understood prior to enrollment (i.e. students offered admission to a putative Egypt-based offering would have applied with comprehensive detail as to the nature of this program relative to the Toronto-based offering).

Implications for external recognition and/or professional accreditation - The Mechanical Engineering program is accredited by the Canadian Engineering Accreditation Board (CEAB). CEAB's accreditation criteria are grouped in five main areas:

- (1) Graduate Attributes (Learning Outcomes): There are no proposed changes to the curriculum and delivery of the selected program. Therefore, there are no changes to the curriculum maps, indicators, and assessment tools of the selected program. The organization and engagement processes will mirror that of the Toronto campus.
- (2) Continual Improvement: The continual improvement and engagement processes will mirror that of the Toronto campus.
- (3) Students: The admission, promotion, and graduation processes are the same as that of Toronto campus. Academic advising will mirror that of the Toronto campus.
- (4) Curriculum Content: There are no proposed changes to the curriculum and delivery.
- (5) Program Environment: The partners are committed to provide a program environment which mirrors that of the Toronto campus, including faculty and staff resources, professional (PEng) status of faculty members, laboratories, library, information technology infrastructure, and student counselling and guidance.

View of the Program Advisory Council - There are no new or amended course requirements. As such, this proposal has yet to be tabled at a meeting of the Program Advisory Councils (PAC) for the proposed Egypt offerings. If this committee recommends proceeding with the partnership discussion, the opportunity will be raised with the PAC for consideration at the next scheduled meeting of the Department of Mechanical and Industrial Engineering.

Other programs affected by the changes - The Mechanical Engineering program has a number of core courses (mathematics, physics, chemistry, and computer science) offered by the Faculty of Science (FOS), one core course (engineering economics) by the Faculty of Arts (FOA), and one core course (professional communication) by FCAD. No other programs will be affected by this request. With regard to the core courses offered by FOS, FOA, and FCAD, and similar to our approach with liberal studies elective offerings, FEAS would work with FOS, FOA, and FCAD to strike an adaptive DHC locally to support the offering of these required courses. Locally recruited faculty members would report to the FEAS leadership in place. A process for quality control and management of the courses will be developed jointly by FEAS and FOS, FOA, and FCAD. Pending approval and successful implementation of the program detailed in this proposal as well as the programs approved earlier, Ryerson may consider future programs also being submitted to this committee for consideration.

Appendix A:

Sample list of popular table A/B courses taken by Engineering students in Fall 2018 and Winter 2019, intended as a guide in determining which potential electives to offer in Egypt when moving forward.

Table A – Lower Level Liberal Studies Courses

CRM 101 Understanding Crime in Canadian Society

ECN 110 The Economy and Society

Table B – Upper Level Liberal Studies Courses

ECN 722 The Economics of Sports

ENG 503 Science Fiction*

GEO 106 Geography of Everyday Life

GEO 110 The Physical Environment

PHL 214 Critical Thinking I

POL 128 Politics and Film

POL 203 Politics of the Environment

PSY 105 Perspectives in Psychology

SOC 103 How Society Works

SOC 202 Popular Culture

GEO 702 Technology and the Contemporary Environment*

GEO 793 The Geography of Toronto

HST 701 Scientific Technology and Modern Society*

PHL 709 Region, Science and Philosophy*

POL 507 Power, Change and Technology*

SOC 808 Sociology of Food and Eating

*Impact of technology and/or engineering on society electives

Sample list of Faculty of Communication and Design (FCAD) Table A/B courses available

FACD Table A Lower Level Liberal Studies Courses

IRL 100 Intro to World Art I: Pictorial Arts

IRL 200 Introduction to World Textile History

NPF 188 From Page to Screen

RTA 180 Music and Film

RTA 406 Chinese Instrumental Music

RTA 441 Music of India

RTA 474 Gospel Music: Songs for the Spirit

RTA 484 Music of the African Diaspora

THL 100 Theatre and the Canadian Identity

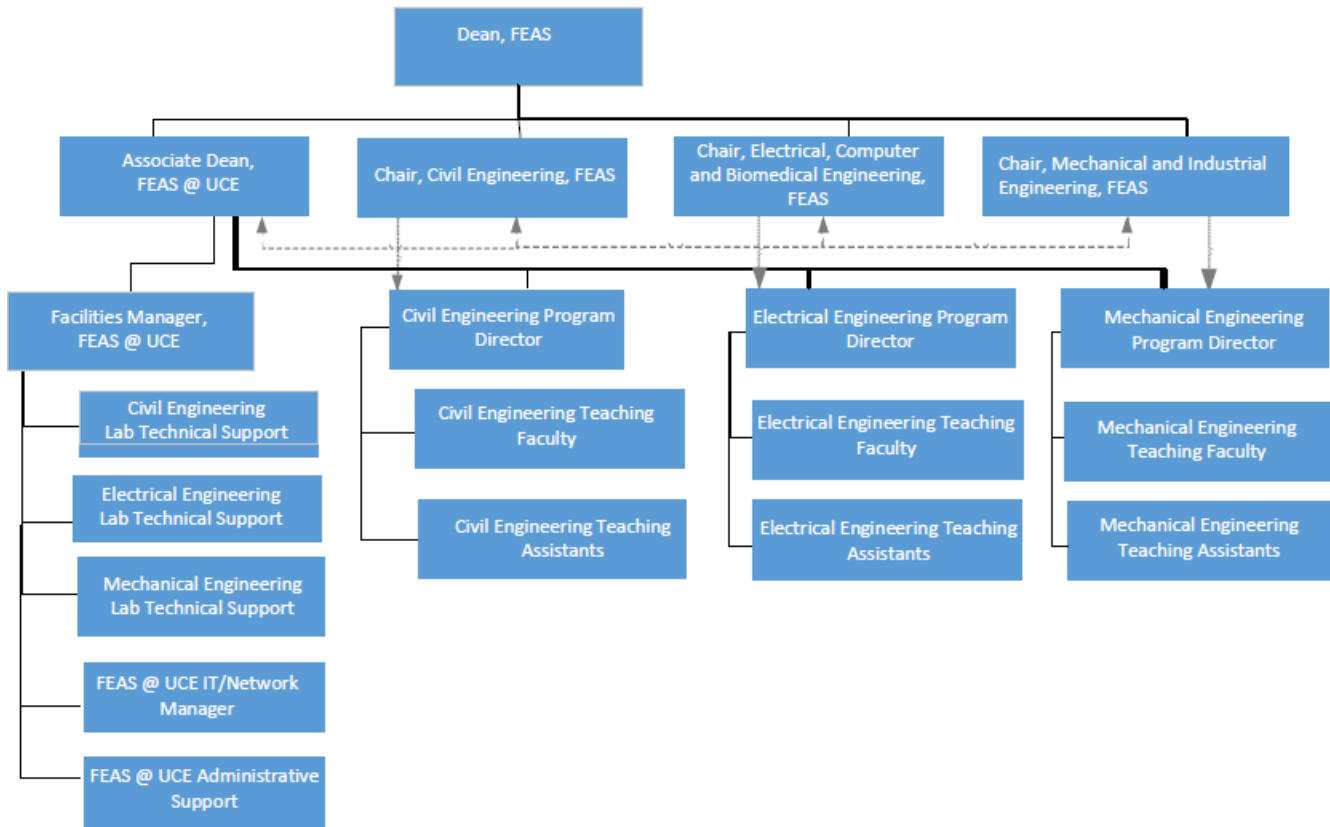
FCAD Table B Upper Level Liberal Studies Courses

IRL 500 Modern and Contemporary Art, Design

RTA 530 Chinese Music

Appendix B:

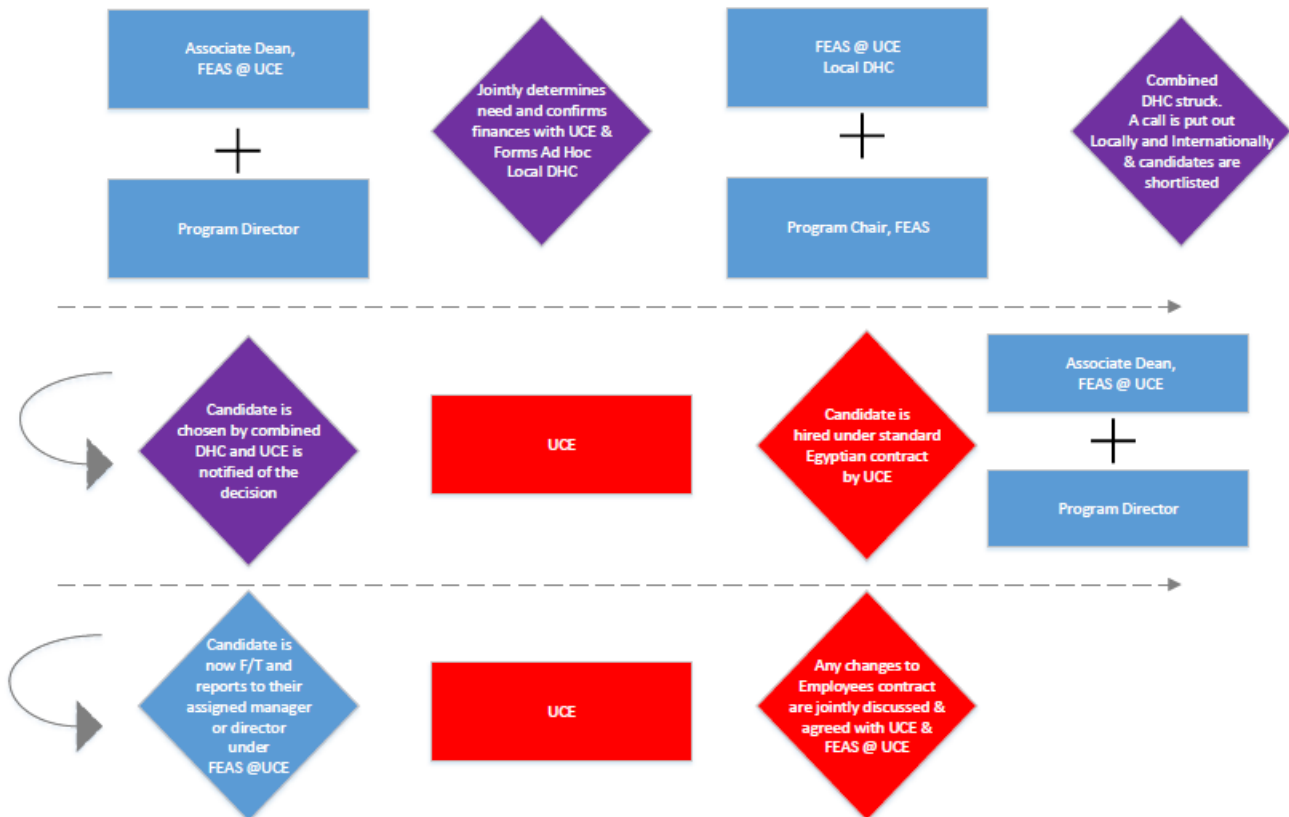
Proposed Operational Reporting Structure for FEAS @ UCE



- The proposal to offer the Civil and Electrical Engineering programs was approved by Senate in June 2020.
- The proposed organizational chart is for the Civil, Electrical, and Mechanical Engineering programs.
- Operational direction at the local level will fall under the direction of the Associate Dean in accordance with Ryerson Senate Policies, the direction of the Dean of FEAS with guidance from Ryerson University FEAS Program Chairs.
- All academic programmatic authority still resides with the Ryerson University FEAS Program Chairs whose programs are being offered at FEAS @ UCE and the Dean of FEAS in accordance with Ryerson Senate Policies.
- For each program offered, a Program Director will coordinate daily operational and academic needs for the Teaching Faculty and Teaching Assistants.
- The Facilities Manager will manage staff associated with the operational coordination of the facilities, specialized labs, IT networks and administration.

Appendix C:

Proposed Faculty & Specialized Staff Hiring Process for FEAS @ UCE



- Please note that faculty hired for FEAS @ UCE will be non-tenured, teaching stream, contract employees.
- Ryerson FEAS and associated programs will have full control over candidate selection.
- All candidates and their selection and hiring processes will be subject to Ryerson’s hiring policies and procedures.
- Ad hoc joint local and Ryerson DHCs will be formed when required to review and select candidates. When a candidate is selected, they will be put forward, along with a suggested hiring remuneration level, to UCE for final contract negotiations. When there is a contract agreement, the employee will then be managed operationally by FEAS @ UCE.
- All employees will be subject to Egyptian Employment Law.

Appendix D: Ryerson Policies Applicable to FEAS @ UCE Partnership

Policy#	Title	Notes
1	Admission to Undergraduate Programs	Egyptian students would fall under Section 3.0.
45	Governance Councils	Department/School Councils (D/SCs) and Undergraduate Program Councils (UPCs) will be based on local norms. Chairs of FEAS @ UCE local councils will sit as members within D/SCs and UPCs of FEAS proper in Toronto.
46	Policy on Undergraduate Grading, Promotion, and	Policy would remain the same.

Academic Standing ("GPA Policy")

48	Undergraduate Academic Term	Policy in principle would remain the same. However local norms would change specifically around holiday/start times.
60	Academic Integrity	The Associate Dean will take on the role of Dean and the Program Director that of Chair locally. If no resolution is found then the situation is moved to the requisite FEAS Chair, then Dean, then Senate.
61	Student Code of Non-academic Conduct	Policy 61 process applies. The Vice Provost Students or their designate will handle these cases.
96	Approval of Candidates for Degrees, Diplomas and Certificates	Policy would remain the same.
110, 112, 126, 127	IQAP Policy – Institutional Quality Assurance Process; Development of New Graduate and Undergraduate Programs; Periodic Program Review of Graduate and Undergraduate Programs; and Curriculum Modifications: Graduate and Undergraduate Programs	Policies would remain the same. Upcoming program reviews would include the program at the UCE campus.
135	Final Examinations	Policy would remain the same.
150	Accommodation of Student Religious, Aboriginal and Spiritual Observance	The Associate Dean will take on the role of Dean and the Program Director that of Chair locally. If no resolution is found then the situation is moved to the requisite FEAS Chair, then Dean, then Senate.
159	Academic Accommodation of Students with Disabilities	A member of the FEAS @ UCE staff will receive proper training from the Academic Accommodation Support Department in order to provide localized accommodation approvals. Local norms will dictate that AODA requirements when not represented within Egyptian policy/law will then be adopted to support similar consideration with students in Ontario.
162	Grade Reassessment and Grade Recalculation Policy	The Associate Dean will take on the role of Dean and the Program Director that of Chair locally. If no resolution is found then the situation is moved to the requisite FEAS Chair, then Dean, then Senate.
166	Course Management Policy	Policy would remain the same.

167 Academic Consideration The Associate Dean will take on the role of Dean and the Program Director that of Chair locally. If no resolution is found then the situation is moved to the requisite FEAS Chair, then Dean, then Senate.

168 Grade and Standing Appeals The Associate Dean will take on the role of Dean and the Program Director that of Chair locally. If no resolution is found then the situation is moved to the requisite FEAS Chair, then Dean, then Senate.

- In all cases, the policies as stated would remain and be exercised in the same manner as they would in Canada.
- The Dean of FEAS would assign the FEAS @ UCE Associate Dean as their proxy for all policy issues in Egypt with the exception of Senate Appeal Committee (SAC) specific cases.
- The FEAS Program Chairs would assign the FEAS Program Directors as their proxy for all policy issues in Egypt with the exception of escalation of specific cases.
- For Senate Policy 159, an FEAS @ UCE staff member(s) will require training and certification from the Ryerson Academic Accommodations Support Department to perform these services locally. However, all existing Ryerson systems will be used by FEAS @ UCE students.

Recommendation

Having satisfied itself of the merit of this proposal, the Academic Standards Committee recommends: *that Senate approve the Universities of Canada-Egypt curriculum proposal in the Faculty of Engineering and Architectural Science – Mechanical Engineering.*

C. FACULTY OF ARTS – New optional undergraduate co-op programs

The Faculty of Arts is proposing to develop co-op options across the Faculty for all full-time bachelor degree programs/majors over a three year period, beginning in Fall 2021. In the first year of the launch, the following four programs will be part of the roll-out: English; History; Politics and Governance; and Sociology. Other programs will be added in subsequent years, on a rolling basis. The co-op option will not be available to those undertaking double majors at this time, due to the in-depth nature of the experience within specific fields of study and subsequent degree requirements which would be placed on the student.

Background - The decision to introduce co-operative education options across the Faculty represents a strategic positioning of the Faculty of Arts (FoA) as a leader in delivering experiential education in the liberal arts. This strategy is directly aligned with Ryerson's Academic Plan, 2020-25 and its proposed Priority 1: The Student Experience and a commitment to *providing interdisciplinary and experiential learning opportunities, where students will become more fully engaged with communities, service providers and industries as partners in their learning experiences.*

Introducing co-operative education will directly respond to student demand for more and deeper experiential opportunities, and employers' increasing calls to benefit from the diverse skills sets of liberal arts students through a co-op experience.

Co-op will launch alongside the existing spectrum of experiential learning opportunities currently available to students, including capstone courses, industry projects, summer internship programs and community service learning. Introducing co-op programs to Arts students demonstrates a key step forward to creating equality of opportunity for all students on graduation, irrespective of their social and economic backgrounds, through early, in-depth exposure to the labour market, via a program structure sensitive to financial barriers, and embodies our commitment to offering a dynamic union between academic and practical experience.

Starting Date - The Faculty of Arts will begin running co-op in the 2021/2022 academic year, with the first cohort of co-op students undergoing preparation for their first work term that fall. The first work term will take place in Winter semester 2022 for most programs.

In advance of 2021/22, the Arts Co-op Pilot will launch informally in September 2020, when the program will be promoted to incoming first year students in Phase I programs. Students will have the option to apply to enter into co-op during their second semester, in Winter 2021, with admissions being confirmed by the end of that term. This timeline will also allow for co-op to be promoted in the Fall 2020 recruitment cycle (e.g. at OUF) to prospective students applying to start at Ryerson in Fall 2021. The table below provides an overview of what a pan-Faculty co-op rollout may look like:

Table 1: Proposed Schedule of Arts Co-op Program Start Dates

Phase I (2021/2022)	Phase II (2022/2023)	Phase III (2023/2024)
<p>Confirmed: English History Politics & Governance Sociology</p>	<p>TBD: Environment and Urban Sustainability Geographic Analysis Philosophy Psychology Public Administration & Governance</p>	<p>TBD: Arts & Contemporary Studies Criminology International Economics and Finance Language & Intercultural Relations</p>

A Co-op Program Specialist, working as part of the Career & Co-op Centre team in collaboration with all programs across the Faculty of Arts, will begin supporting the program with employer outreach and student support beginning November 2020. As part of their work, they will begin the necessary research and relationship cultivation with industry partners to develop work placements for all programs for the 2022 work term cycle, as well as for programs looking to begin co-op in Phases II & III.

Student Intake - Initial student intake will be limited to 60 students in the first year. The first cohort for any Arts program joining the Co-op Program will equate to 12-15 students per program. Additionally, there will be room to fluctuate numbers between programs, while ensuring the overall number for the first cohort remains stable at 60, for scenarios where demand is higher in one program than another, and where employer interest runs parallel to student enrollment. Future growth of a program will be organic, in line with student and employer demand.

Accounting for steady growth, at a rate of 6 students per program, we would see the initial programs move from a minimum of 180 total, to reach a maximum of 450 students in year 5 (24/25).

This growth model will be replicated across FoA, as more programs launch co-op, growing to an Arts Co-op Program size of 468, were all 13 FoA programs to have launched their first three cohorts at 12 students per cohort year, up to 1,170 co-op students across the Faculty if each of the 13 programs grows over a five year period at an additional six students per year.

Student Benefits - Given that Arts students have to navigate nonlinear pathways from academic study to graduate employment, the case for Ryerson to expand its co-op offerings to Arts students is strong, with students benefiting from:

- The opportunity to gain 1-2 years' work experience in their field of study prior to graduation
- A well-rounded education where they can apply knowledge gained in the classroom to work related to their discipline
- Inversely, enhanced academic studies through the consideration and application of skills and experience gained during work terms

- A broader understanding of diverse career options, gained through experiencing multiple co-op jobs and work environments
- The development of key employability skills and strategies required to navigate an evolving labour market
- A dedicated Co-op Program Specialist to advise and guide the student throughout their co-op journey, from application through to graduation.
- An expanded professional network with more ready access to the hidden job market
- The ability to earn an income to help offset the cost of University
- Gaining confidence as Liberal Arts graduates ready to take the next steps in their career

Program Benefits - Co-op will act as a competitive advantage for the Faculty of Arts in a crowded postsecondary market in Ontario. While a number of Universities across the province are increasingly offering co-op for Humanities and Social Sciences programs, Ryerson's unique positioning in downtown Toronto's cultural and economic hub provides an opportunity for Arts programs to stand out among prospective students as well as engage with a diverse range of potential industry and community partners.

Another advantage for academic programs is the experience which co-op students bring back to the classroom as they progress through their work terms. Bringing "real world" experience back to the academic community can help to enrich learning with different ideas and perspectives. Additionally, through co-op partnerships with employers, programs can benefit from increased exposure to the most current research and developments happening across industry sectors, which can help to keep program curriculum relevant for the labour market.

Finally, with admission into co-op being an "expected" CGPA combined with an application portfolio, the co-op program is designed to be accessible to students who normally would not see co-op as an option for themselves and ensures a variety of student experiences will be considered for admission to co-op. Equipping Arts students with "career capital" on par with their peers will further the Faculty's mission of driving positive change for community and individual empowerment.

Effects on Program Learning Outcomes and Undergraduate Degree Level Expectations - Co-operative education in Arts undergraduate programs will support overall UDLEs in the following ways:

UDLE 1. Depth and Breadth of Knowledge

The ability to apply learning from one or more areas outside the discipline

Students will demonstrate this through skills used and developed in the workplace, including using key concepts, methodologies and theoretical approaches to approach communication, tasks and problem solving.

UDLE 4. Communication Skills

The ability to communicate information, arguments, and analyses accurately and reliably, orally and in writing to a range of audiences

Students will demonstrate this by having to share information through a variety of methods in the workplace, both verbally and in writing. The workplace also tends to require the use of varied communication styles, given the range of individuals with a diversity of educational, professional, and personal backgrounds.

UDLE 6. Autonomy and Professional Capacity

Qualities and transferable skills necessary for further study, employment, community involvement and other activities requiring:

- *the exercise of initiative, personal responsibility and accountability in both personal and group contexts;*
- *working effectively with others; and*
- *decision-making in complex contexts.*

The ability to manage their own learning in changing circumstances, both within and outside the discipline and to select an appropriate program of further study.

Behaviour consistent with academic integrity and social responsibility.

Co-op will provide additional opportunities for students to develop core employability skills required for navigating the labour market (or postgraduate market) once they graduate. Students are evaluated by their employers on specific competencies, including initiative, collaboration, problem solving and judgment. Students will also be required to abide by the rules provided by the co-op program, which includes a commitment to academic integrity and non-academic conduct.

Employer Benefits - Employers who hire Arts co-op students will benefit from recruiting future graduates who are motivated and eager to learn while putting their theoretical knowledge into practice, as well as:

- Building an early talent pipeline with well-developed transferable skills as well as fresh perspectives and approaches.
- The ability to recruit full-time student staff throughout the academic year, as opposed to part-time or restricted only to the summer months.
- The opportunity to hire graduates who have gained experience within their own organization before graduation.
- The opportunity to hire graduates outside of the employer's typical candidate pool.
- The opportunity to complement employee professional development at their organization through co-op student supervision.
- A chance to inform how the University prepares students for careers in their field(s).
- New or strengthened relationships with the Faculty of Arts.
- Ability to benefit from the Ontario Co-operative Education Tax Credit.
- The opportunity for Alumni to give back and positively contribute to students' professional development.

Ryerson Career & Co-op Centre - The Ryerson Career & Co-op Centre (RCCC) will support the Arts Co-op Program through:

- Helping to prepare students for the job search and application process (including resume review and interview practice, 1:1 advising, workshops and events, etc.).
- Along with faculty, co-facilitating and providing a majority of the content for the mandatory prep course students take prior to their first work term.
- Providing advice and guidance to students throughout the co-op journey, including being the first point of contact for encouragement and solving any workplace issues which may arise.
- Supporting Faculty Advisors with all administrative work involved in co-op admissions.
- Helping students find and secure work through posting co-op jobs, sending applications to employers, arranging interviews on campus, presenting job offers, and collecting contracts.
- Monitoring students and employers during work terms (i.e. site visits, check-ins).
- Building relationships with current and potential employers (business development).

Faculty Advisors - The Co-op Faculty Advisor provides an integral link between the Career & Co-op Centre and the Faculty of Arts. Appointed for a three year term, to ensure Advisors are able to support students through the full cycle of their co-op journey, Advisors' responsibilities are summarised as follows:

- Provides the final approval for the student candidates shortlisted by the Co-op team, following students' application to co-op via an agreed two stage recruitment process (see Section 4A).
- Where necessary, approves any student requests to alter work and academic term sequences
- Approves co-op positions that have not been developed by the Career & Co-op Centre (student generated jobs)
- Grades work term reports and employer evaluations.
- In collaboration with the Co-op Program Specialist, maintains and revises the rubric for work term reports and employer evaluations.
- As required, supports the Co-op Program Specialist, in the review of any concerns raised by the student or employer in relation to the work term.
- Maintains and updates records of student enrollment on work terms and reviews the - academic standing of co-op students to maintain their participation in the co-op program.

Governance Structure - The following governance structure will be put in place between the Faculty of Arts (FoA) and Ryerson Career & Co-op Centre (RCCC):

- **Reporting Cycle:** RCCC will report annually on FoA co-op activity to Faculty and Department Councils. Metrics will be circulated both annually and at the close of each semester to provide timely insight into student development and activity.
- **Advisement Structure:** The Director, Career & Co-op Centre will sit on the Undergraduate Curriculum Committee, with non-voting, ex-officio status, ensuring full discussions on curriculum developments impacting co-op programming.
- **Faculty Co-op Advisor Committee:** Comprising each Program's Faculty Advisor, Faculty Co-op Program Specialists, the Associate Dean, Undergraduate Studies, and Co-op leadership. Meeting several times a year, the forum will address challenges and share co-op best practice across the Faculty.
- **Co-op Advisory Forum:** To include co-op employers, co-op student alumni, together with Faculty and Career & Co-op Centre representation, the forum will be set up in Year 3 of the program (23/24), ahead of the first graduating class. It will be utilized to ensure the Faculty's offering continues to respond to industry needs while providing accessible and diverse co-op opportunities to FoA students.

Anticipated Faculty Resource Commitments - As the program rolls out across all FoA programs/majors, it is proposed that the following resources will be required:

I. Faculty Advisor: This role will receive a nominal compensation from the Faculty per academic year to acknowledge the Advisor's time and the value of Co-op to the FoA student experience.

II. Co-op Administrative Support: Any additional resource required in future, will be covered by the Career & Co-op Centre as part of its operations.

Discussions were held with the Vice Provost Planning in February and April 2020, covering resources and projected annual growth, to ensure no unforeseen financial burdens fell on the Faculty as a result of introducing Co-op, and the overall approach to integrating the offering was determined to be sound.

Co-operative Education Fees - Co-op fees are calculated in accordance with the policies of Ryerson University and the Ministry of Training, Colleges and Universities (MTCU). Fees are paid in installments spread over the course of the student's study in order to reduce the financial burden on the student. Co-op fees are participation fees and are not a placement fee.

Admission Requirements - The proposed CGPA requirement is an "expected" 2.67 (B-), based on students' final grades from their first semester of study (or first five courses), conditional upon maintaining that CGPA by the end of the second semester. Setting the CGPA requirement at this level helps keep the program competitive, while helping to ensure it attracts students most suited to a co-op experience. Additionally, this requirement is consistent with the CGPA requirements for equivalent Co-op programs at peer institutions.

Keeping in line with the development of an accessible and inclusive co-op program, the use of the term "expected" as opposed to "minimum" will help co-op be seen as a viable option for all students, regardless of academic inclination.

In addition to the CGPA, the application portfolio requirement will include a Statement of Intent and a Resume. Given that admission to co-op will be competitive, students from programs where there are a particularly high number of applicants may also be required to undergo a screening interview to help with the selection process, to ensure that those students who would most benefit from a co-op experience are able to do so. All admission criteria will be assessed based on evaluation rubrics developed collaboratively by the Faculty of Arts and the Career & Co-op Centre.

Work Term Definition and Requirement - Co-operative education programs, as defined by CEWIL Canada, alternate students' academic study terms with work terms, which must be a minimum of 12 weeks and/or 420 hours of full-time, paid work. CEWIL's definition is that which guides co-operative education at Ryerson, and which forms the basis of the [Senate Policy 2](#) definition for co-op, which all co-operative education programs on campus conform to.

In order to fulfill the requirements of co-op, students must complete work experience equivalent to at least 30% of their time spent in academic study. Ryerson's Bachelor of Arts programs can be completed in four years or eight academic semesters, meaning students will be required to complete a minimum of three work terms, with the option to complete an additional fourth work term. With the approval of the Career & Co-op Centre as well as the program Faculty Advisor, students will be able to complete an 8 month work term. 12 month work terms will only be allowed in exceptional cases, given that part of the intention of having co-op in Arts is students getting the opportunity to explore a variety of job functions and/or work environments.

Exiting the Co-op Program - Students will be able to choose to exit co-op for personal reasons. In these cases, students will return to their regular (non-co-op) program. Course availability will depend on the semester the student chooses to re-enter the regular program. If a student's academic and/or work performance is not meeting the minimum co-op program requirements (e.g. student fails more than one co-op work term or GPA falls below the minimum expectation), they may be required to return to the regular program.

Students who exit or are required to withdraw from co-op will not be eligible for re-entry into co-op at a later date and may also be required to pay all or a portion of the co-op fee as deemed appropriate by the Career & Co-op Centre.

Risk Management - Students employed off campus can be faced with physical, psychological and/or social risks in the workplace, including stress, anxiety, and - although less commonly - exposure to unsafe working environments and interpersonal challenges, including potential for harassment and/or assault. The Career & Co-op Centre's strategies to minimize risk in co-op programs include:

- Staff screening of potential placement hosts as part of co-op job eligibility approval process
- A [7 touch point contact policy](#) which entails Co-op Program Specialists interacting weekly to biweekly with students via a variety of methods: email, phone, online engagement to ensure questions and potential areas of concerns ahead of a work term start or during a work term are captured and addressed at the earliest opportunity
- [Formal check-ins](#) with employer hosts to ensure any concerns or misunderstandings are caught at the earliest point in the student:employer relationship
- In-person site visits for all students on their first work term, which includes meeting with students individually as a formal check-in
- Mandatory payment policy for co-op jobs, which means that as employees of their host organizations, students are covered under their employer's insurance policy (e.g, WSIB)
- Teaching concepts such as employment rights, recognizing harassment at work, and managing work-related stress and anxiety as part of the mandatory co-op prep course occurring before a students' first work term
- Working closely with other offices under the Vice Provost Students, including the Centre for Student Development and Counselling and Office of Sexual Violence Support and Education, on a referral basis.

Curriculum Overview by Program

i. English

Regular Course Sequence	Co-op Course Sequence
Year I	Year I

Fall ENG 110 SSH 205 Table I (Humanities) Table I (Social Sciences) Table I or III	Winter ENG 208 SSH 105 Table I (Humanities) Table I (Social Sciences) Table III	Fall ENG 110 SSH 205 Table I (Humanities) Table I (Social Sciences) Table I or III	Winter ENG 208 SSH 105 Table I (Humanities) Table I (Social Sciences) Table III	Spring/Summer <i>Students off</i>
Year II		Year II		
Fall ENG 810 SSH 301 1 of ENG 421, 422, 531, 632, 634, 635 Table II Table A	Winter 1 of ENG 302, 304, 306, 307, 340 or 390 Table II (2) Table A Table I, III, IV	Fall ENG 810 SSH 301 1 of ENG 421, 422, 531, 632, 634, 635 Table A SSH104	Work Term 1	Spring/Summer <i>Students off or could take some electives</i>
Year III		Year III		
Fall ENG 400 1 of ENG 421, 422, 531, 632, 635 Table II (2) Table B	Winter Table II (2) Table III or IV (2) Table B	Work Term 2	Winter 1 of ENG 302, 304, 306, 307, 340 or 390 Table II (2) Table A Table II	Work Term 3
Year IV		Year IV		
Fall ENG 910 Table II (2) Table III or IV Table B	Winter Table II (3) Table III or IV Table B	Fall ENG 400 1 of ENG 421, 422, 531, 632, 635 Table II (2) Table B	Winter Table II (2) Table III or IV (2) Table B	Spring/Summer <i>Students off or could take some electives</i>
Year V		Year V		
		Fall ENG 910 Table II (2) Table III or IV Table B	Winter (if electives not already complete) Table II (3) Table III or IV Table B	Graduation

ii. History

Regular Course Sequence		Co-op Course Sequence		
Year I		Year I		
Fall SSH 205 HIS 100-490 Table I (Humanities) Table I (Social Sciences) Table I or III	Winter SSH 105 HIS 100-490 Table I (Humanities) Table I (Social Sciences) Table III	Fall SSH 205 HIS 100-490 Table I (Humanities) Table I (Social Sciences) Table I or III	Winter SSH 105 HIS 100-490 Table I (Humanities)	Spring/Summer

			Table I (Social Sciences) Table III	
Year II		Year II		
Fall SSH 301 HIS 401 HIS 100-490 Table A Table I/III/IV	Winter HIS 100-490 (2) Table A Table II (2)	Fall SSH 301 HIS 401 HIS 100-490 Table A SSH104	Work Term 1	Spring/Summer <i>Students off or could take some electives</i>
Year III		Year III		
Fall HIS 505 HIS 500/501/502 Table II Table II/IV Table B	Winter Table II (3) Table III/IV Table B	Work Term 2	Winter HIS 100-490 (2) Table A Table II (2)	Work Term 3
Year IV		Year IV		
Fall HIS 900s (1) Table II (2) Table III/IV Table B	Winter HIS 900s (1) Table II (2) Table III/IV Table B	Fall HIS 505 HIS 500/501/502 Table II Table II/IV Table B	Winter Table II (3) Table III/IV Table B	Spring/Summer <i>Students off or could take some electives</i>
		Year V		
		Fall HIS 900s (1) Table II (2) Table III/IV Table B	Winter HIS 900s (1) Table II (2) Table III/IV Table B	Graduation

iii. Politics & Governance

Regular Course Sequence		Co-op Course Sequence		
Year I		Year I		
Fall POG 100 SSH 205 Table I (3)	Winter POG 110 SSH 105 Table I Table I or III Table III	Fall POG 100 SSH 205 Table I (3)	Winter POG 110 SSH 105 Table I Table I or III Table III	Spring/Summer <i>Option to fast track: Students will have access to some Table II, III, IV, A and B courses.</i>
Year II		Year II		
Fall POG 210 POG 214 POG 240 Table A Table I/III/IV	Winter POG 230 POG 225 POG 235 SSH 301 Table A	Fall POG 210 POG 214 POG 240 Table A SSH104	Work Term 1	Spring/Summer <i>Option to fast track: Students will have access to some Table II,</i>

				III, IV, A and B courses.
Year III		Year III		
Fall INP 900 POG 320 Table II (2) Table III/IV	Winter Table II (2) Table B (2) Table III/IV	Work Term 2	Winter POG 230 POG 225 POG 235 SSH 301 Table A	Work Term 3
Year IV		Year IV		
Fall Table II (3) Table B Table III/IV	Winter Table II (3) Table B Table III/IV	Fall INP 900 POG 320 Table II (2) Table III/IV	Winter Table II (2) Table B (2) Table III/IV	Spring/Summer <i>Option to fast track: Students will have access to some Table II, III, IV, A and B courses.</i>
		Year V		
		Fall Table II (3) Table B Table III/IV	Winter (if not finished) Table II (3) Table B Table III/IV	Graduation

iv. Sociology

Regular Course Sequence		Co-op Course Sequence		
Year I		Year I		
Fall SSH 105 SSH 205 Table I (Humanities) Table I (Social Sciences) Table I or III	Winter SSH 107 SSH 105 Table I (Humanities) Table I (Social Sciences) Table III	Fall SSH 105 SSH 205 Table I (Humanities) Table I (Social Sciences) Table I or III	Winter SSH 107 SSH 105 Table I (Humanities) Table I (Social Sciences) Table III	Spring/Summer
Year II		Year II		
Fall SOC 470 SSH 301 SOC 427 Table A Group 1	Winter SOC 411 SOC 473 Group 1 Table A Table I/III/IV	Fall SOC 470 SSH 301 SOC 427 Table A SSH104	Work Term 1	Spring/Summer <i>Students off or could take some electives</i>
Year III		Year III		
Fall SOC 475 SOC 481 Table II Table III/IV Table B	Winter SOC 482 SOC 483 Table II Table III/IV Table B	Work Term 2	Winter SOC 411 SOC 473 Group 1 Table A Table III/IV	Work Term 3

Year IV		Year IV		
Fall SOC 490 Table II (2) Table III/IV Table B	Winter Group 2 Table II (2) Table III/IV Table B	Fall SOC 475 SOC 481 Group 1 Table III/IV Table B	Winter SOC 482 SOC 483 Table II Table III/IV Table B	Spring/Summer <i>Students off or could take some electives</i>
Year V				
Fall SOC 490 Table II (2) Table III/IV Table B		Winter Group 2 Table II (3) Table B		Graduation

New Courses for Arts Co-op Program

i. SSH 104: Co-op Program Preparation - Arts students in co-op will be required to take a mandatory preparatory course which students will access during their second year before their first work term. The course will first be offered in Fall 2021 and will replace one core elective (from Table I, III, IV) from the regular course sequence. SSH 104 will also be added to Table I for all programs in their degree as a core elective. Should a student not continue with the co-op option, completion of the course will still count as a core elective (Table I). Enrollment in SSH 104 is approved by Departmental Consent as part of a student's acceptance into the co-op program.

Proposed Calendar Description

This course will help students prepare for their co-op work terms. Students will develop career development and job search skills including resume and cover letter writing, interviewing, and networking. Students will critically reflect on the components that ensure healthy, inclusive, and safe workplaces and will actively and collaboratively define personal strategies for cultivating them. This course will be graded and must be taken before students go out on their first work term.

Consent: Departmental Consent required

Proposed Learning Outcomes

By the end of this course students will be able to:

1. Understand core and necessary components of the Ryerson co-op student experience, including:
 - a. The co-op program timeline
 - b. Expectations of ethical and professional workplace conduct
 - c. One's rights as an employee and/or worker in Canada (as framed within the Employment Standards Act, the Labour Relations Act, and the Occupational Health and Safety Act)
 - d. The roles and responsibilities of all parties involved in planning and delivering the co-op program, including the student, employer, and Co-op Program Specialist
2. Understand and demonstrate fundamental skills in career planning and career management, including the ability to:
 - a. Understand and begin developing strategies for how to conduct labour market research
 - b. Find and use labour market information to develop strategies for securing co-op work terms and setting self-determined career goals
 - c. Describe and define crucial labour market distinctions, including the formal and informal economy, employment and self-employment, and the hidden labour market
 - d. Design and develop effective career- and profile-related materials and/or portfolio documents
 - e. Understand and demonstrate effective interviewing and networking strategies

3. Evaluate key aspects of undergraduate Liberal Arts scholarship in relation to co-op program participation, including the ability to:
 - a. Describe and demonstrate existing and emerging skill in scholarly and interpersonal communication, project design and planning, empirical research, data analysis, critical thinking among other relevant discipline-specific and/or social sciences and humanities competencies
 - b. Describe and demonstrate existing and emerging skill in contextualized and transferable workplace competencies, such as essential skills and 21st century skills
4. Understand and apply elements and principles of equity, diversity, and inclusion to a workplace setting by developing the ability to:
 - a. Identify and discuss strategies and formal policies for achieving accessibility, belonging, fairness, and justice in the workplace
 - b. Identify and discuss strategies and formal policies for eliminating discrimination, harassment, and hate in the workplace
 - c. Identify and map systems of power that contribute to structural barriers, systemic inequalities, and the complex ways they impact the lives and well-being of workers from equity seeking groups in and beyond workplace settings

ii. Arts Co-op WKT Courses - Students will register in the following WKT courses for their co-op work terms. Proposed calendar descriptions are included below.

WKT 150 - Work Term I

For students enrolled in the Co-op Program option. The co-op position must be related to the humanities and/or social sciences. Positions should involve project work but some routine work is acceptable. This course is graded on a pass/fail basis. *Prerequisite: SSH 104*

WKT 250 - Work Term II

For students enrolled in the Co-op Program option. The co-op position must be related to the humanities and/or social sciences. Positions should involve project work but some routine work is acceptable. This course is graded on a pass/fail basis.

WKT 350 - Work Term III

For students enrolled in the Co-op Program option. The co-op position must be related to the humanities and/or social sciences. Positions should involve project work but some routine work is acceptable. This course is graded on a pass/fail basis.

WKT 450 - Work Term IV (Optional)

For students enrolled in the Co-op Program option. The co-op position must be related to the humanities and/or social sciences. Positions should involve project work but some routine work is acceptable. This course is graded on a pass/fail basis.

Recommendation

Having satisfied itself of the merit of this proposal, the Academic Standards Committee recommends: *That Senate approve the introduction of optional undergraduate co-op programs in the Faculty of Arts.*

D. SCHOOL OF BUSINESS MANAGEMENT – MARKETING MANAGEMENT – Revisions to the co-op work term schedule

This document proposes an amendment to the sequence of academic study and Co-operative education (Co-op) work terms in the MKT – Co-operative Education Program at TRSM, commencing in the 2021 -2022 academic year.

Background and Rationale - Currently, students in the MKT Co-op option are required to complete four work terms before they graduate, with their final work term taking place during their last semester. The proposed change of the Co-op work term sequence for MKT brings it in line with other Co-op program requirements, in that the last semester is an academic semester, not a work term. The other advantage to this new sequence is that students feel less pressure securing their 1st work term as the Winter semester has less students overall competing. The sequence of courses in the program will not be impacted by the proposed Co-op sequence. Course material covered prior to an initial work term is compatible with the demands of a Co-op option and needs of the employer community. The proposed new sequence will continue to meet the program accreditation standards of Co-operative Education and Work-Integrated Learning Canada (CEWIL).

Current MKT Work Term Sequence Schedule- Current MKT Co-op students will remain on the existing academic and work term sequence under which they entered the program, as outlined below:

	Fall	Winter	Spring/Summer
Year 1	1st semester	2nd semester	
Year 2	3rd semester	4th semester	
Year 3	5th semester	6th semester	WKT 135
Year 4	7 th semester	WKT 235	WKT 335
Year 5	8 th semester	WKT 435	

Proposed MKT Work Term Sequence - The new sequence will be applied to all students accepted into the Co-op option as of June 2021:

	Fall	Winter	Spring/Summer
Year 1	1st semester	2nd semester	
Year 2	3rd semester	4th semester	
Year 3	5th semester	WKT 135	WKT 235
Year 4	6th semester	WKT 335	WKT 435
Year 5	7th semester	8th semester	

MKT Program Learning Outcomes and Co-operative Education -

Degree Learning Outcomes Graduates of this degree will:	Enhanced by this Proposal
Devise an integrated marketing strategy, including tactical applications of the marketing mix that will contribute to the enactment of the intended strategy.	By the moving work terms to earlier semester, student can apply their introductory learning to test the understanding of concepts and theory earlier and allow for preparation for capstone courses in final year
Gather, analyze, and interpret both (a) qualitative and (b) quantitative data (e.g., business reports, marketing research reports, whitepapers, data analytics) to propose evidence-based marketing recommendations.	By moving the work terms to earlier semesters, student are able to practice and hone their data gathering and analysis skills in a professional context, which will prepare them for the final year capstone courses.

Student Feedback - The Business Career Hub and TRSM Co-op Office encourage students to provide feedback about the job search process, work term experience, and quality of services provided. A topic that routinely comes to the attention of our Co-op Office staff is that students find it more challenging to secure a 1st work term in the Summer, because they are competing with many more Co-op and non-Co-op students seeking work during the Summer semester. Changing the first work term for MKT students from Summer to Fall, alleviates pressure on students and improves their ability to secure a work term earlier.

Comparator Programs - Most programs sequence their Co-op programming such that students finish the final year of their academic program with capstone/compulsory courses. The current Ryerson marketing sequence has students completing their degrees with a final work term, as shown below:

Laurier University- Bachelor of Business Administration (BBA) Sequence

	Fall	Winter	Summer
Year 1	Study Term	Study Term	Break
Year 2	Study Term	Study Term	Work Term 1
Year 3	Study Term	Work Term 2	Study Term
Year 4	Work Term 3	Study Term	Study Term

Alternate Sequence

	Fall	Winter	Summer
Year 1	Study Term	Study Term	Break
Year 2	Study Term	Study Term	Study Term
Year 3	Work Term 1	Work Term 2	Study Term
Year 4	Work Term 3	Study Term	Study Term

Brock University- Bachelor of Business Administration – Marketing

	Fall	Winter	Summer
Year 1	Study Term	Study Term	Break
Year 2	Study Term	Study Term	Study Term
Year 3	Work Term 1	Study Term	Work Term 2
Year 4	Study Term	Work Term 3	Study Term
Year 5	Study Term		

University of Toronto- Scarborough Campus (UTSC) – Bachelor of Business Administration

4-Month Sequence Options

	Fall	Winter	Summer
Year 1	Study Term	Study Term	Break
Year 2	Work Term 1	Study Term	Work Term 2
Year 3		Work Term 3	
Year 4	Study Term	Study Term	

	Fall	Winter	Summer
Year 1	Study Term	Study Term	Break
Year 2	Study Term	Work Term 1	Study Term
Year 3	Work Term 2	Study Term	Work Term 3
Year 4	Study Term	Study Term	

8-Month Work Term Options

	Fall	Winter	Summer
Year 1	Study Term	Study Term	Break

Year 2	Work Term 1	Work Term 2	Study Term
Year 3	Work Term 3	Study Term	Study Term
Year 4	Study Term	Study Term	

	Fall	Winter	Summer
Year 1	Study Term	Study Term	Break
Year 2	Study Term	Work Term 1	Work Term 2
Year 3	Study Term	Work Term 3	Study Term
Year 4	Study Term	Study Term	

How Changes to the Co-op Education Sequence will be Communicated - We are requesting the proposed resequencing of Co-op work terms be implemented in the 2021-2022 academic year to allow students and staff to announce the plan. We have a number of communication modes through which we will communicate these changes to employers and students:

- 1) Student and Employer Emails: contact data from our Salesforce and Orbis databases
- 2) Career Consultants and Co-op Coordinators will work closely with students and employers
- 3) Co-op Web-site
- 4) Co-op E-Newsletter

Implementation Plan – Following Senate approval, the new sequencing will take effect for the Fall 2021 cohort. Fall 2020 and prior cohorts will follow the current co-op sequencing. The department is prepared to continue to offer the current co-op sequence to these cohorts of students.

Recommendation

Having satisfied itself of the merit of this proposal, the Academic Standards Committee recommends: *That Senate approve the revisions to the work term schedule in the School of Business Management – Marketing Management co-op program.*

E. SCHOOL OF BUSINESS MANAGEMENT – ALL MAJORS – Reduction in the total number of courses, from 41 to 40, required for the degree

The School of Business Management (SBM) is proposing to reduce the number of courses required for the Bachelor of Commerce – Business Management program from 41 to 40, effective for students entering Fall 2021.

Rationale - The Bachelor of Commerce – Business Management degree program currently requires students to complete 41 courses in order to graduate. In the landscape of post-secondary education this is an unusual requirement for a standard undergraduate degree program. As a result, it has resulted in a higher-than-normal course load for students in the first year of the program and does not result in additional revenue for the university. While full-time undergraduate fees do cover five to seven courses per semester, electing to take more than five courses should be the student’s decision and not the requirements of the program, unless for exceptional circumstances.

All undergraduate degree programs at the Ted Rogers School of Management (TRSM) grant a Bachelor of Commerce degree. The School of Business Management believes that it is unequitable that students in different programs are required to take a different number of courses to earn the same degree credential. Reducing the required number of courses to graduate from 41 to 40 and rebalancing the curriculum will lessen the financial costs on students and support their overall well-being, particularly for students in the first year of the program.

Proposed Changes to Achieve 40 Courses

Step 1: Reduce Number of Elective Courses - The Business Management program currently requires students to take 11 courses in the first year of the program, followed by 10 courses in each subsequent year. In order to

reduce the total number of courses by one, each department/major will remove one elective course, either a Professional Elective or Professionally-related (PR) course.¹
 Each department will make the following reductions:

- Economics & Management Science:** 1 PR course removed from Third Year
- Entrepreneurship:** 1 PR course removed from Third Year
- Global Management Studies:** 1 PR course removed from Third Year
- Human Resources Management:** 1 Professional elective course removed from Third Year
- Law and Business:** 1 Professional elective course removed from Third Year
- Marketing Management:** 1 PR course removed from Third Year
- Real Estate Management:** 1 PR course removed from Third Year

As shown in the tables below, these reductions will not move any of the program/majors outside of the acceptable ranges for program balance. Highlighted percentages reflect the reductions proposed by each department with a revised 40-course curriculum.

Program breakdown by percentage of courses

	Economics & Mgmt Sc.	Entrepr.	Global Mgmt Studies	HR Mgmt	Law & Business	Marketing Mgmt	Real Estate Mgmt	Tripartite Model	New Model (Open Electives)
Professional/Core	73-75%	72.5%	75%	70%	75%	60-70%	72.5%	50-75%	60-75%
PR/OE	10-13%	12.5%	10%	15%	10%	15-25%	12.5%	10-40%	10-25%
Liberal Studies	15%	15%	15%	15%	15%	15%	15%	8-20%	15-20%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%

Step 2: Re-position Program Core Courses

In order to achieve an even distribution of courses in each year of the program, several program core courses will be re-positioned. As all of the departments chose to remove an elective course from the third year of the program/major, the addition of FIN 401 in the same year achieves the objective of balancing the curriculum. In planning the revised sequence displayed above, the School of Business Management consulted with all affected teaching departments, including: Accounting, Finance, Global Management Studies, Information Technology Management, as well as the School of Professional Communication. All departments supported the revised core curriculum sequence. Additionally, TRSM Student Advising as well as the TRSM Academic Success Centre provided valuable feedback and expressed support for the proposed changes.

Impact of Changes

Learning Outcomes - The proposed resequencing of the core curriculum will not negatively impact any of the program learning outcomes for the Bachelor of Commerce – Business Management degree. The majority of courses that will be re-positioned are in the first two years of the program and serve to introduce learning outcomes. The only affected course that reinforces some of the program learning outcomes is FIN 401, which will be moved to 5th semester of third year. This change will benefit the progression of learning outcomes by positioning the course in closer proximity to the capstone course, BUS 800, of which FIN 401 is a prerequisite.

The re-sequenced core curriculum will feature a first year that introduces students to the foundations of business and ensures that they have the quantitative skills necessary to progress to more demanding subjects such as accounting and finance. Notably, ACC 100, ACC 406, FIN 300, and 401 will all be pushed back in order to

¹ As the School of Business Management does not yet have an expected date for transitioning to the Open Elective model, the category “Professionally-related” will be used in reference to the proposed changes in this document.

achieve the goal of distributing the courses evenly. The advantage of this sequence is two-fold: first, all students will be required to take QMS 110 before beginning more advanced quantitative courses; and second, an additional semester is positioned between each set of accounting and finances courses. For students who struggle with these subjects, they will be afforded additional time to retake a failed or dropped course and not fall behind in the program.

Prerequisites - In planning the revised sequence of the core curriculum, careful consideration was given to the existing prerequisite structure that governs both core and major-specific courses. The proposed sequence presents no conflicts with current prerequisites.

Minors - The proposed changes will not impact students' access to Minors offered by the Ted Rogers School of Management. The program is aware that FIN 401 is a prerequisite for FIN 501, which is a required course for the Finance Minor. FIN 501 is offered regularly in the fall and winter semesters and therefore students should not be hindered from completing this Minor.

Part-time Program - As no required courses are being added or removed, the Part-time program will not be impacted by the proposed changes.

Direct Entry Program - Currently, FIN 401 is listed as one of the reachback courses for students admitted into the Direct Entry program for all majors. The course will be removed from the list of reachback courses and will become part of the program requirements in third year. Along with FIN 300, it will remain ineligible for transfer credits.

Co-op Options - Consultations with the TRSM Business Career Hub have determined that the re-sequenced core curriculum will have minimal or no impact on the Co-op options for the Business Management program. The only exception is the sequence for the Entrepreneurship Major, which has positioned its first work term immediately prior to the 5th semester, where FIN 406 will be required. That said, all other Co-op options at the Ted Rogers School of Management require several work terms before students take the prerequisite to FIN 401, which is FIN 300 (or its equivalent).

Chang School of Continuing Education - The School of Business Management does not anticipate that the proposed curriculum changes will impact programming offered through the Chang School of Continuing Education.

Implementation Plan - The proposed changes to the core and major curriculums will be implemented starting Fall 2021. Changes to the core curriculum will not be retroactive and will only affect students starting the program in 2021 and beyond. As no required courses are being added or removed from the curriculum(s), the implementation of the proposed changes will be a straightforward transition. The SBM departments and TRSM Student Advising will provide students with up-to-date information, and advise students, accordingly, based on when they began their studies in the program.

Curriculum Revisions by Department/Major

Economics and Management Science - *For students admitted prior to Fall 2021.*

First Year			
1 st Semester		2 nd Semester	
ACC 100	Introductory Financial Accounting	ACC 406	Intro. Management Accounting
ECN 104	Introductory Microeconomics	ECN 204	Introductory Macroeconomics
ITM 102±	Business Information Systems I	GMS 200	Introduction to Global Management
QMS 110	Applied Mathematics for Business	MHR 523	Human Resources Management
	Lower-Level Liberal Studies	MKT 100±	Principles of Marketing
		QMS 210	Applied Statistics for Business
Second Year			

3 rd Semester		4 th Semester	
FIN 300	Managerial Finance I	FIN 401	Managerial Finance II
LAW 122*	Business Law	CMN 279*	Intro. to Professional Communication
GMS 401	Operations Management	ECN 230	Mathematics for Economics
QMS 702	Calculus for Business	QMS 442	Multiple Regression for Business
	Lower-Level Liberal Studies		Lower-Level Liberal Studies
Third Year			
5 th & 6 th Semester			
ECN 301	Intermediate Macroeconomics I	QMS 703	Business Forecasting Techniques
ECN 504	Intermediate Microeconomics I		Upper-Level Liberal Studies
ECN 600	Intermediate Macroeconomics II		Upper-Level Liberal Studies
ECN 627	Econometrics I		Professionally-related
ECN 700	Intermediate Microeconomics II		Professionally-related
Fourth Year			
7 th & 8 th Semester			
BUS 800	Strategic Management		Professionally-related
	Professional Elective		Professionally-related
	Professional Elective		Professionally-related
	Professional Elective		Upper-Level Liberal Studies
	Professional Elective		Professional or PR

± ITM 102 and MKT 100 are timetabled either in the 1st or 2nd semester.

*CMN 279 and LAW 122 are timetabled either in the 3rd or 4th semester.

Revised curriculum begins 2021-2022 for students admitted Fall 2021 and after - 1 PR course removed from Third Year, as per Department's recommendation.

First Year			
1 st Semester		2 nd Semester	
QMS 110	Applied Mathematics for Business	QMS 210	Applied Statistics for Business
ECN 104	Introductory Microeconomics	ECN 204	Introductory Macroeconomics
CMN 279±	Intro. to Professional Communication	MKT 100±	Principles of Marketing
GMS 200	Intro. to Global Management	ACC 100	Introductory Financial Accounting
	Lower-Level Liberal Studies	MHR 523	Human Resources Management
Second Year			
3 rd Semester		4 th Semester	
FIN 300	Managerial Finance I	ACC 406	Intro. Management Accounting
LAW 122*	Business Law	ITM 102*	Business Information Systems I
GMS 401	Operations Management	ECN 230	Mathematics for Economics
QMS 702	Calculus for Business	QMS 442	Multiple Regression for Business
	Lower-Level Liberal Studies		Lower-Level Liberal Studies
Third Year			
5 th & 6 th Semester			
FIN 401	Managerial Finance II	ECN 700	Intermediate Microeconomics II

ECN 301	Intermediate Macroeconomics I		QMS 703	Business Forecasting Techniques
ECN 504	Intermediate Microeconomics I			Upper-Level Liberal Studies
ECN 600	Intermediate Macroeconomics II			Upper-Level Liberal Studies
ECN 627	Econometrics I			Professionally-related
Fourth Year				
7th & 8th Semester				
BUS 800	Strategic Management			Professionally-related
	Professional Elective			Professionally-related
	Professional Elective			Professionally-related
	Professional Elective			Upper-Level Liberal Studies
	Professional Elective			Professional or PR

± CMN 279 and MKT 100 are timetabled either in the 1st or 2nd semester.

*LAW 122 and ITM 102 are timetabled either in the 3rd or 4th semester.

Entrepreneurship - For students admitted prior to Fall 2021.

First Year				
1st Semester			2nd Semester	
ACC 100	Introductory Financial Accounting		ACC 406	Introductory Managerial Accounting
ECN 104	Introductory Microeconomics		ECN 204	Introductory Macroeconomics
ITM 102±	Business Information Systems I		GMS 200	Introduction to Global Management
QMS 110	Applied Mathematics for Business		MHR 523	Human Resources Management
	Lower-Level Liberal Studies		MKT 100±	Principles of Marketing
			QMS 210	Applied Statistics for Business
Second Year				
3rd Semester			4th Semester	
FIN 300	Managerial Finance I		FIN 401	Managerial Finance II
LAW 122*	Business Law		CMN 279*	Intro. to Professional Communication
GMS 401	Operations Management		ENT 601	Identifying Opportunities
ENT 526	Entrepreneurial Behaviour and Strategy			Lower-Level Liberal Studies
	Lower-Level Liberal Studies			Professionally-related
Third Year				
5th & 6th Semester				
ENT 56A/B**	Entrepreneurial Skills Development			Upper-Level Liberal Study
ENT 527	Studies in Entrepreneurship			Professional Elective
ENT 555	Managing Small and Medium Enterprises			Professionally-related
ENT 577	Entrepreneurial Selling			Professionally-related
	Upper-Level Liberal Study			
Fourth Year				
7th & 8th Semester				
BUS 800	Strategic Management			Professional Elective

ENT 78A/B	Advanced Entrepreneurship		Professionally-related
ENT 511	Funding New Ventures		Professionally-related
ENT 725	Management of Innovation		Professionally-related
	Upper-Level Liberal Study		

± ITM 102 and MKT 100 are timetabled either in the 1st or 2nd semester.

*CMN 279 and LAW 122 are timetabled either in the 3rd or 4th semester.

Revised curriculum begins 2021-2022 for students admitted Fall 2021 and after - 1 Professionally-related course removed from Third Year, as per Department's recommendation.

First Year			
1 st Semester		2 nd Semester	
QMS 110	Applied Mathematics for Business	QMS 210	Applied Statistics for Business
ECN 104	Introductory Microeconomics	ECN 204	Introductory Macroeconomics
CMN 279±	Intro. to Professional Communication	MKT 100±	Principles of Marketing
GMS 200	Intro. to Global Management	ACC 100	Introductory Financial Accounting
	Lower-Level Liberal Studies	MHR 523	Human Resources Management
Second Year			
3 rd Semester		4 th Semester	
FIN 300	Managerial Finance I	ACC 406	Intro. Management Accounting
LAW 122*	Business Law	ITM 102*	Business Information Systems I
GMS 401	Operations Management	ENT 601	Identifying Opportunities
ENT 526	Entrepreneurial Behaviour and Strategy		Lower-Level Liberal Studies
	Lower-Level Liberal Studies		Professionally-related
Third Year			
5 th & 6 th Semester			
FIN 401	Managerial Finance II		Upper-Level Liberal Study
ENT 56A/B**	Entrepreneurial Skills Development		Upper-Level Liberal Study
ENT 527	Studies in Entrepreneurship		Professional Elective
ENT 555	Managing Small and Medium Enterprises		Professionally-related
ENT 577	Entrepreneurial Selling		
Fourth Year			
7 th & 8 th Semester			
BUS 800	Strategic Management		Professional Elective
ENT 78A/B	Advanced Entrepreneurship		Professionally-related
ENT 511	Funding New Ventures		Professionally-related
ENT 725	Management of Innovation		Professionally-related
	Upper-Level Liberal Study		

± CMN 279 and MKT 100 are timetabled either in the 1st or 2nd semester.

*LAW 122 and ITM 102 are timetabled either in the 3rd or 4th semester.

Global Management Studies - For students admitted prior to Fall 2021.

First Year			
1 st Semester		2 nd Semester	
ACC 100	Introductory Financial Accounting	ACC 406	Introductory Managerial Accounting
ECN 104	Introductory Microeconomics	ECN 204	Introductory Macroeconomics
ITM 102±	Business Information Systems I	GMS 200	Introduction to Global Management
QMS 110	Applied Mathematics for Business	MHR 523	Human Resources Management
	Lower-Level Liberal Studies	MKT 100±	Principles of Marketing
		QMS 210	Applied Statistics for Business
Second Year			
3 rd Semester		4 th Semester	
FIN 300	Managerial Finance I	FIN 401	Managerial Finance II
LAW 122*	Business Law	CMN 279*	Intro. to Professional Communication
GMS 401	Operations Management	GMS 400	The Global Business Environment
GMS 402	Introduction to Managerial Economics	GMS 450	Project Management
	Lower-Level Liberal Studies		Lower-Level Liberal Study
Third Year			
5 th & 6 th Semester			
FIN 621	International Finance		Upper-Level Liberal Study
GMS 522	International Marketing		Professional Elective
GMS 723	International Trade		Professional Elective
GMS 802	Ethics and Regulation of Int'l Bus		Professional Elective
	Upper-Level Liberal Study		Professionally-related
Fourth Year			
7 th & 8 th Semester			
BUS 800	Strategic Management		Professional Elective
GMS 724	Management of International Enterprise		Professionally-related
GMS 850	Global Management Strategy		Professionally-related
	Upper-Level Liberal Study		Professionally-related
	Professional Elective		Professionally-related

± ITM 102 and MKT 100 are timetabled either in the 1st or 2nd semester.

*CMN 279 and LAW 122 are timetabled either in the 3rd or 4th semester.

Revised curriculum begins 2021-2022 for students admitted Fall 2021 and after - 1 Professionally-related course removed from Third Year, as per Department's recommendation. FIN 401 is a pre-requisite for FIN 621; will require scheduling in 5th and 6th semesters respectively.

First Year			
1 st Semester		2 nd Semester	
QMS 110	Applied Mathematics for Business	QMS 210	Applied Statistics for Business
ECN 104	Introductory Microeconomics	ECN 204	Introductory Macroeconomics

CMN 279±	Intro. to Professional Communication	MKT 100±	Principles of Marketing
GMS 200	Intro. to Global Management	ACC 100	Introductory Financial Accounting
	Lower-Level Liberal Studies	MHR 523	Human Resources Management
Second Year			
3 rd Semester		4 th Semester	
FIN 300	Managerial Finance I	ACC 406	Intro. Management Accounting
LAW 122*	Business Law	ITM 102*	Business Information Systems I
GMS 401	Operations Management	GMS 400	The Global Business Environment
GMS 402	Introduction to Managerial Economics	GMS 450	Project Management
	Lower-Level Liberal Studies		Lower-Level Liberal Study
Third Year			
5 th & 6 th Semester			
FIN 401	Managerial Finance II	FIN 621	International Finance
GMS 522	International Marketing		Upper-Level Liberal Study
GMS 723	International Trade		Upper-Level Liberal Study
GMS 802	Ethics and Regulation of Int'l Bus		Professional Elective
	Professional Elective		Professional Elective
Fourth Year			
7 th & 8 th Semester			
BUS 800	Strategic Management		Professional Elective
GMS 724	Management of International Enterprise		Professionally-related
GMS 850	Global Management Strategy		Professionally-related
	Upper-Level Liberal Study		Professionally-related
	Professional Elective		Professionally-related

± CMN 279 and MKT 100 are timetabled either in the 1st or 2nd semester.

*LAW 122 and ITM 102 are timetabled either in the 3rd or 4th semester.

Human Resources Management - For students admitted prior to Fall 2021.

First Year			
1 st Semester		2 nd Semester	
ACC 100	Introductory Financial Accounting	ACC 406	Introductory Managerial Accounting
ECN 104	Introductory Microeconomics	ECN 204	Introductory Macroeconomics
ITM 102±	Business Information Systems I	GMS 200	Introduction to Global Management
QMS 110	Applied Mathematics for Business	MHR 523	Human Resources Management
	Lower-Level Liberal Studies	MKT 100±	Principles of Marketing
		QMS 210	Applied Statistics for Business
Second Year			
3 rd Semester		4 th Semester	
FIN 300	Managerial Finance I	FIN 401	Managerial Finance II

LAW 122*	Business Law	CMN 279*	Intro. to Professional Communication
GMS 401	Operations Management	MHR 520	Industrial Relations Foundations
MHR 405	Organizational Behaviour	BUS 221	Business Decision-Making
	Lower-Level Liberal Studies		Lower-Level Liberal Studies
Third Year			
5th & 6th Semester			
MHR 741	Managing Interpersonal Dynamics and Teams		Professional Elective
	Upper-Level Liberal Study		Professional Elective
	Upper-Level Liberal Study		Professionally-related
	Professional Elective		Professionally-related
	Professional Elective		Professionally-related
Fourth Year			
7th & 8th Semester			
BUS 800	Strategic Management		Professional Elective
MHR 901	Strategic Human Resources Management		Professional Elective
	Upper-Level Liberal Study		Professionally-related
	Professional Elective		Professionally-related
	Professional Elective		Professionally-related

± ITM 102 and MKT 100 are timetabled either in the 1st or 2nd semester.

*CMN 279 and LAW 122 are timetabled either in the 3rd or 4th semester.

Revised curriculum begins 2021-2022 for students admitted Fall 2021 and after - Removed 1 Professional Elective course from Third Year, as per Department's recommendation.

First Year			
1st Semester		2nd Semester	
QMS 110	Applied Mathematics for Business	QMS 210	Applied Statistics for Business
ECN 104	Introductory Microeconomics	ECN 204	Introductory Macroeconomics
CMN 279±	Intro. to Professional Communication	MKT 100±	Principles of Marketing
GMS 200	Intro. to Global Management	ACC 100	Introductory Financial Accounting
	Lower-Level Liberal Studies	MHR 523	Human Resources Management
Second Year			
3rd Semester		4th Semester	
FIN 300	Managerial Finance I	ACC 406	Intro. Management Accounting
LAW 122*	Business Law	ITM 102*	Business Information Systems I
GMS 401	Operations Management	BUS 221	Business Decision-Making
MHR 405	Organizational Behaviour	MHR 520	Industrial Relations Foundations
	Lower-Level Liberal Studies		Lower-Level Liberal Studies
Third Year			
5th & 6th Semester			
FIN 401	Managerial Finance II		Professional Elective

MHR 741	Managing Interpersonal Dynamics and Teams		Professional Elective
	Upper-Level Liberal Study		Professionally-related
	Upper-Level Liberal Study		Professionally-related
	Professional Elective		Professionally-related
Fourth Year			
7 th & 8 th Semester			
BUS 800	Strategic Management		Professional Elective
MHR 901	Strategic Human Resources Management		Professional Elective
	Upper-Level Liberal Study		Professionally-related
	Professional Elective		Professionally-related
	Professional Elective		Professionally-related

± CMN 279 and MKT 100 are timetabled either in the 1st or 2nd semester.

*LAW 122 and ITM 102 are timetabled either in the 3rd or 4th semester.

Law and Business - For students admitted prior to Fall 2021.

First Year			
1 st Semester		2 nd Semester	
ACC 100	Introductory Financial Accounting	ACC 406	Introductory Managerial Accounting
ECN 104	Introductory Microeconomics	ECN 204	Introductory Macroeconomics
ITM 102±	Business Information Systems I	GMS 200	Introduction to Global Management
QMS 110	Applied Mathematics for Business	MHR 523	Human Resources Management
	Lower-Level Liberal Studies	MKT 100±	Principles of Marketing
		QMS 210	Applied Statistics for Business
Second Year			
3 rd Semester		4 th Semester	
FIN 300	Managerial Finance I	FIN 401	Managerial Finance II
LAW 122	Business Law	CMN 279	Intro. to Professional Communication
GMS 401	Operations Management	LAW 204	Legal Analysis in a Business Context
BUS 221	Business Decision-Making	LAW 534	Government Regulation of Business
	Lower-Level Liberal Studies		Lower-Level Liberal Studies
Third Year			
5 th & 6 th Semester			
BUS 223	Ethics in Commerce		Professional Elective
LAW 603	Advanced Business Law		Upper-Level Liberal Studies
	Professional Elective		Upper-Level Liberal Studies
	Professional Elective		Professionally-related
	Professional Elective		Professionally-related
Fourth Year			
7 th & 8 th Semester			
BUS 800	Strategic Management		Professional Elective

LAW 533	Corporate Social Responsibility and the Law		Professional Elective
LAW 722	Law and Canadian Business		Upper-Level Liberal Study
	Professional Elective		Professionally-related
	Professional Elective		Professionally-related

± ITM 102 and MKT 100 are timetabled either in the 1st or 2nd semester.

Revised curriculum begins 2021-2022 for students admitted Fall 2021 and after - Removed 1 Professional Elective from Third Year, as per Department's recommendation.

First Year			
1 st Semester		2 nd Semester	
QMS 110	Applied Mathematics for Business	QMS 210	Applied Statistics for Business
ECN 104	Introductory Microeconomics	ECN 204	Introductory Macroeconomics
CMN 279±	Intro. to Professional Communication	MKT 100±	Principles of Marketing
GMS 200	Intro. to Global Management	ACC 100	Introductory Financial Accounting
	Lower-Level Liberal Studies	MHR 523	Human Resources Management
Second Year			
3 rd Semester		4 th Semester	
FIN 300	Managerial Finance I	ACC 406	Intro. Management Accounting
LAW 122	Business Law	ITM 102	Business Information Systems I
GMS 401	Operations Management	LAW 204	Legal Analysis in a Business Context
BUS 221	Business Decision-Making	LAW 534	Government Regulation of Business
	Lower-Level Liberal Studies		Lower-Level Liberal Studies
Third Year			
5 th & 6 th Semester			
FIN 401	Managerial Finance II		Professional Elective
BUS 223	Ethics in Commerce		Upper-Level Liberal Studies
LAW 603	Advanced Business Law		Upper-Level Liberal Studies
	Professional Elective		Professionally-related
	Professional Elective		Professionally-related
Fourth Year			
7 th & 8 th Semester			
BUS 800	Strategic Management		Professional Elective
LAW 533	Corporate Social Responsibility and the Law		Professional Elective
LAW 722	Law and Canadian Business		Upper-Level Liberal Study
	Professional Elective		Professionally-related
	Professional Elective		Professionally-related

± CMN 279 and MKT 100 are timetabled either in the 1st or 2nd semester.

Marketing Management - For students admitted prior to Fall 2021.

First Year			
1 st Semester		2 nd Semester	

ACC 100	Introductory Financial Accounting	ACC 406	Introductory Managerial Accounting
ECN 104	Introductory Microeconomics	ECN 204	Introductory Macroeconomics
ITM 102±	Business Information Systems I	GMS 200	Introduction to Global Management
QMS 110	Applied Mathematics for Business	MHR 523	Human Resources Management
	Lower-Level Liberal Studies	MKT 100±	Principles of Marketing
		QMS 210	Applied Statistics for Business
Second Year			
3rd Semester		4th Semester	
FIN 300	Managerial Finance I	FIN 401	Managerial Finance II
LAW 122*	Business Law	CMN 279*	Intro. to Professional Communication
GMS 401	Operations Management	MKT 400	Understanding Consumers and the New Media
MKT 300	Marketing Metrics and Analysis		Lower-Level Liberal Studies
	Lower-Level Liberal Studies		Professionally-related
Third Year			
5th & 6th Semester			
MKT 500	Marketing Research		Professionally-related
MKT 510	Innovations in Marketing		Professionally-related
MKT 600	Integrated Case Analysis		Professionally-related
	Upper-Level Liberal Studies		Professionally-related
	Upper-Level Liberal Studies		Professionally-related
Fourth Year			
7th & 8th Semester			
BUS 800	Strategic Management		Professionally-related
MKT 700	Business Intelligence/Decision Modelling		Professional Elective or PR
MKT 702	Advanced Marketing Management		Professional Elective or PR
MKT 802	Advanced Market Planning		Professional Elective or PR
	Upper-Level Liberal Studies		Professional Elective or PR

± ITM 102 and MKT 100 are timetabled either in the 1st or 2nd semester.

*CMN 279 and LAW 122 are timetabled either in the 3rd or 4th semester.

Revised curriculum begins 2021-2022 for students admitted Fall 2021 and after - Removed 1 Professionally-related course from Third Year, as per Department's recommendation.

First Year			
1st Semester		2nd Semester	
QMS 110	Applied Mathematics for Business	QMS 210	Applied Statistics for Business
ECN 104	Introductory Microeconomics	ECN 204	Introductory Macroeconomics
CMN 279±	Intro. to Professional Communication	MKT 100±	Principles of Marketing
GMS 200	Intro. to Global Management	ACC 100	Introductory Financial Accounting

	Lower-Level Liberal Studies	MHR 523	Human Resources Management
Second Year			
3rd Semester		4th Semester	
FIN 300	Managerial Finance I	ACC 406	Intro. Management Accounting
LAW 122*	Business Law	ITM 102*	Business Information Systems I
GMS 401	Operations Management	MKT 400	Understanding Consumers and the New Media
MKT 300	Marketing Metrics and Analysis		Lower-Level Liberal Studies
	Lower-Level Liberal Studies		Professionally-related
Third Year			
5th & 6th Semester			
FIN 401	Managerial Finance II		Lower-Level Liberal Studies
MKT 500	Marketing Research		Professionally-related
MKT 510	Innovations in Marketing		Professionally-related
MKT 600	Integrated Case Analysis		Professionally-related
	Lower-Level Liberal Studies		Professionally-related
Fourth Year			
7th & 8th Semester			
BUS 800	Strategic Management		Professionally-related
MKT 700	Business Intelligence/Decision Modelling		Professional Elective or PR
MKT 702	Advanced Marketing Management		Professional Elective or PR
MKT 802	Advanced Market Planning		Professional Elective or PR
	Upper-Level Liberal Studies		Professional Elective or PR

± CMN 279 and MKT 100 are timetabled either in the 1st or 2nd semester.

*LAW 122 and ITM 102 are timetabled either in the 3rd or 4th semester.

Real Estate Management - For students admitted prior to Fall 2021.

First Year			
1st Semester		2nd Semester	
ACC 100	Introductory Financial Accounting	ACC 406	Introductory Managerial Accounting
ECN 104	Introductory Microeconomics	ECN 204	Introductory Macroeconomics
ITM 102±	Business Information Systems I	GMS 200	Introduction to Global Management
QMS 110	Applied Mathematics for Business	MHR 523	Human Resources Management
	Lower-Level Liberal Studies	MKT 100±	Principles of Marketing
		QMS 210	Applied Statistics for Business
Second Year			
3rd Semester		4th Semester	
FIN 300	Managerial Finance I	FIN 401	Managerial Finance II
LAW 122*	Business Law	CMN 279*	Intro. to Professional Communication
GMS 401	Operations Management	REM 420	Sustainability in Real Estate

REM 300	Introduction to Real Estate Management	REM 700	Real Estate Valuation
	Lower-Level Liberal Studies		Lower-Level Liberal Studies
Third Year			
5th & 6th Semester			
REM 400	Real Estate Finance		Professionally-related
REM 520	Real Estate Economics		Professionally-related
LAW 603	Advanced Business Law		Professionally-related
	Professional Elective		Upper-Level Liberal Studies
	Professional Elective		Upper-Level Liberal Studies
Fourth Year			
7th & 8th Semester			
BUS 800	Strategic Management		Professional Elective
REM 500	Real Estate Development and Project Mgmt.		Professionally-related
REM 800	Real Estate Project Capstone		Professionally-related
	Professional Elective		Professionally-related
	Professional Elective		Upper-Level Liberal Studies

± ITM 102 and MKT 100 are timetabled either in the 1st or 2nd semester.

*CMN 279 and LAW 122 are timetabled either in the 3rd or 4th semester.

Revised curriculum begins 2021-2022 for students admitted Fall 2021 and after - Removed 1 Professionally-related course in Third year, as per Department's recommendation.

First Year			
1st Semester		2nd Semester	
QMS 110	Applied Mathematics for Business	QMS 210	Applied Statistics for Business
ECN 104	Introductory Microeconomics	ECN 204	Introductory Macroeconomics
CMN 279±	Intro. to Professional Communication	MKT 100±	Principles of Marketing
GMS 200	Intro. to Global Management	ACC 100	Introductory Financial Accounting
	Lower-Level Liberal Studies	MHR 523	Human Resources Management
Second Year			
3rd Semester		4th Semester	
FIN 300	Managerial Finance I	ACC 406	Intro. Management Accounting
LAW 122*	Business Law	ITM 102*	Business Information Systems I
GMS 401	Operations Management	REM 420	Sustainability in Real Estate
REM 300	Introduction to Real Estate Management	REM 700	Real Estate Valuation
	Lower-Level Liberal Studies		Lower-Level Liberal Studies
Third Year			
5th & 6th Semester			
FIN 401	Managerial Finance II		Professional Elective
REM 400	Real Estate Finance		Professionally-related
REM 520	Real Estate Economics I		Professionally-related
LAW 603	Advanced Business Law		Upper-Level Liberal Studies

	Professional Elective		Upper-Level Liberal Studies
Fourth Year			
7th & 8th Semester			
BUS 800	Strategic Management		Professional Elective
REM 500	Real Estate Development and Project Mgmt.		Professionally-related
REM 800	Real Estate Project Capstone		Professionally-related
	Professional Elective		Professionally-related
	Professional Elective		Upper-Level Liberal Studies

± CMN 279 and MKT 100 are timetabled either in the 1st or 2nd semester.

*LAW 122 and ITM 102 are timetabled either in the 3rd or 4th semester.

Recommendation

Having satisfied itself of the merit of this proposal, the Academic Standards Committee recommends: *That Senate approve the reduction, from 41 to 40, in the total number of courses required for the Bachelor of Commerce in Business Management (all majors) degree program.*

F. For information: Change in administrative home for the new Professional Music program, from Creative Industries to the RTA School of Media

This memo confirms the change in administrative home for the new BFA in Professional Music program, from Creative Industries to the RTA School of Media. The program will continue to be supported by three schools: Creative Industries, RTA, and the School of Performance.

This change occurred in summer 2020 and was initiated by the Dean of the Faculty of Communication and Design in consultation with the Chairs of Creative Industries, RTA, and Performance. The decision was made because the program director is an RTA faculty member and because of the school's access to studio and production facilities in the Rogers Communication Centre.

Respectfully Submitted,

Kelly MacKay, Chair for the Committee

ASC Members:

Charmaine Hack, Registrar

Donna Bell, Secretary of Senate

Kelly MacKay, Chair and Vice-Provost Academic

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