

UTQAP Cyclical Review: Final Assessment Report and Implementation Plan

1 Review Summary

Program(s) Reviewed:	Management (BBA): Specialist - Management Stream - Human Resource Management Stream Management (BA): Major Commerce (BCom): Specialist Commerce - Accounting (BCom): Specialist Commerce - Finance (BCom): Specialist Commerce - Marketing (BCom): Specialist Commerce (BA): Major Certificate in Effective Business Practices & Leadership Skills
Unit Reviewed:	Department of Management
Commissioning Officer:	Vice-Principal, Academic & Dean, University of Toronto Mississauga
Reviewers (Name, Affiliation):	• Geneviève Bassellier, Associate Professor of Information Systems and Vice-Dean of Programs, Desautels Faculty of Management, McGill University, Canada • Jon Glover, George O. May Professor of Financial Accounting, Columbia Business School, USA
Date of Review Visit:	November 18-19, 2024
Review Report Received by VPAP:	February 6, 2025
Administrative Response(s) Received by VPAP:	September 15, 2025
Date Reported to AP&P:	October 21, 2025

Previous UTQAP Review

Date: November 14-15, 2016

Summary of Findings and Recommendations

Significant Program Strengths

- Excellent researchers, strong programs, and highly performing administrators
- Impressive energy and care that faculty bring to their teaching
- Impressive expansion of programs and tenure-stream faculty since the last review

Opportunities for Program Enhancement

- Improving the availability and structure of the programs' experiential learning component(s), in response to student demand and to support the program's learning outcomes
- Addressing concerns regarding the economics course requirements, content and delivery
- Increasing career-support staffing for the program
- Exploring ways to support the engagement of tenure-stream faculty in program, department and campus-based activities to ensure that these activities reflect and highlight faculty research
- Working with the Dean's office to reach a common understanding of appropriate staffing levels relative to accreditation standards and peer institutions
- Considering alternative ways of allocating resources to support the department's programs
- Considering programs in both the Department and in the Institute for Management of Innovation when making resource allocations

Current Review: Documentation and Consultation

Documentation Provided to Reviewers

Terms of reference; Self-study; Previous review report including the administrative response(s); Access to all course descriptions; Access to the curricula vitae of faculty.

Consultation Process

Faculty, students, administrative staff and senior program administrators as well as members of relevant cognate units.

Current Review: Findings and Recommendations

1. Undergraduate Program(s)

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

The reviewers observed the following **strengths**:

- Overall quality
 - ▶ “The Department of Management at UTM exemplifies academic and operational excellence within the constraints imposed by its limited resources and centralized organizational structure”
 - ▶ Programs exhibit noticeable strengths
- Curriculum and program delivery
 - ▶ Curriculum emphasizes practical skills, such as data analysis and manipulation, which increases students’ readiness for the job market
 - ▶ Mechanisms are in place to support the achievement and maintenance of quality courses; the unit collects student feedback, conducts peer reviews, and has implemented an approval process for course outlines
- Innovation
 - ▶ Reviewers highlight evidence of curricular innovation including program responsiveness to market trends, and the integration of cutting-edge content in data analytics, fintech and other high-demand areas
 - ▶ Department is innovative in its delivery modes, using a blended learning approach for some courses, and leveraging technology features in online courses to enhance the student experience
- Accessibility and diversity
 - ▶ Unit’s commitment to incorporating EDI principles into its curriculum and operations is commendable
- Assessment of learning
 - ▶ Assessment of teaching and learning noted as excellent
 - ▶ Use of students’ personal laptops in final exams encourages assessment of learning in real scenarios
- Student engagement, experience and program support services
 - ▶ Reviewers highlight the importance of experiential learning in contemporary business programs, noting that the department offers a number of such opportunities including in-course field learning, international trips, and the Research Opportunity Program
 - ▶ Department offers a certificate Effective Business Practice & Leadership Skills
 - ▶ Students who participate in experiential learning opportunities appreciate them
 - ▶ Department is working to improve experiential learning programs, and increase student awareness of these offerings
 - ▶ Students praise the faculty’s dedication to teaching, and the practical nature of the curriculum

- ▶ Students appreciate the integration of tools such as Excel, the case-based learning approach, and the small class sizes in case-based courses
- ▶ Students note enthusiasm for the planned co-op program, and for the proposed Specialist in finance and accounting

The reviewers identified the following **areas of concern**:

- Curriculum and program delivery
 - ▶ Some individual students raised concerns with the curriculum, including an overemphasis on quantitative skills in the marketing stream, and a perceived lack of integration between marketing and accounting courses
- Student engagement, experience and program support services
 - ▶ The most consistent area of student dissatisfaction appears to be related to the limited support they receive for securing internships during their studies, and employment following graduation
 - ▶ Students note difficulties with the lack of career services tailored to the specific needs of business students
 - ▶ Students raised concerns about the disparity between the deregulated tuition that they pay, and the limited support services and resources available to them
 - ▶ Students note a lack of support for student clubs and limited study abroad opportunities; and indicate a desire for greater faculty involvement in co-curricular activities
 - ▶ Some experiential learning offerings have low enrolment, such as the Certificate and the Professional Skills Development programs; many students do not appear to be aware of these opportunities
 - ▶ Students note limited opportunities to engage with faculty on research, and report that research is rarely incorporated into classroom instruction

The reviewers made the following **recommendations**:

- Student engagement, experience and program support services
 - ▶ Students express clear desire to receive more support in securing internships and jobs after graduation that is tailored to the needs of Management students

2. Graduate Program(s) – n/a

3. Faculty/Research

The reviewers observed the following **strengths**:

- Overall quality
 - ▶ Department's tenure stream faculty are world-class scholars
 - ▶ Joint appointments with Rotman enhance the department's reputation, and create recruitment incentives

- ▶ Teaching stream faculty are essential contributors to the department
- ▶ All faculty show tremendous support for the programs, and motivation to provide excellent teaching
- Research
 - ▶ Recent establishment of the Management Analytics Research Cluster (MARC) provides a great opportunity for faculty to pursue and obtain support for their research

The reviewers identified the following **areas of concern**:

- Faculty
 - ▶ Limited faculty complement is highlighted as a key departmental challenge, with particular concern noted around the number of tenure stream and full-time faculty members
 - ▶ Ratio of tenure stream faculty to students remain significantly lower than those of peer institutions
 - ▶ Reviewers note difficulties of recruiting Management faculty in Canada
 - ▶ “[L]etting the faculty complement shrink by not allowing the Department to hire is a big challenge that will impact the quality of the programs and the morale of the faculty members”
 - ▶ “Our sense is that there is an overreliance on sessional faculty, which compromises program quality”

The reviewers made the following **recommendations**:

- Faculty
 - ▶ Noting recent and imminent faculty leaves, reviewers highlight the importance of pursuing hiring for the unit when opportunities permit, to maintain the quality of the programs and enhance the morale of current teaching staff
 - ▶ Prioritize hiring in the tenure stream, to enhance program continuity and quality, and reduce reliance on sessional instructors
 - ▶ Junior faculty might benefit from some enhanced clarity regarding promotion and tenure criteria

4. Administration

Note: Issues that are addressed through specific University processes and therefore considered out of scope for UTQAP reviews (e.g., individual Human Resources issues, specific health and safety concerns) are routed to proper University offices to be addressed, and are therefore not included in the Review Summary component of the Final Assessment Report and Implementation Plan.

The reviewers observed the following **strengths**:

- Relationships

- ▶ Faculty and staff are committed to the students and programs, and have adopted a “team-oriented” culture; faculty and staff work closely and cooperatively
- ▶ Staff exhibit remarkable dedication, and maintain program operations “despite being stretched too thin”
- ▶ Strong and positive relationship with the UTM Department of Economics
- Organizational and financial structure
 - ▶ Reviewers note the Department is well-structured
- Long-range planning and overall assessment
 - ▶ Department serves a diverse student body, and offers a supportive and inclusive environment

The reviewers identified the following **areas of concern**:

- Relationships
 - ▶ “While joint appointments with the Rotman School of Management provide access to resources and reputation, many tenure-track faculty feel undervalued compared to their Rotman colleagues”; this perception of inequity stems from apparent differences in access to resources, research supports, recognition, and decision-making influence
 - ▶ Senior faculty in particular highlight concerns about the unit’s severe resource constraints, noting that the reduction in tenure stream faculty and the centralized decision-making structure present major barriers to achieving academic and administrative goals; these constraints impact morale and may affect recruitment and retention
 - ▶ Faculty feel that their commitments to multiple programs offered by different academic units (Management, IMI, Rotman) leave them stretched too thin
 - ▶ Resource tensions and coordination challenges noted in relation to the interplay between the Institute for Management and Innovation (IMI) programs and the undergraduate Management and Commerce programs
 - ▶ Several factors contribute to relationship challenges between UTM Management and IMI, including teaching allocation issues for faculty with joint appointments, and apparent stipend discrepancies between the units for overload teaching
 - ▶ Reviewers note that a lack of recognition of work done by UTM Management in the development of Management-focused IMI programs has led the Department of Management to reduce its involvement
 - ▶ Department does not maintain an alumni database
- Organizational and financial structure
 - ▶ Resource constraints result in staff and full-time faculty shortages, which impact program quality and student services
 - ▶ Support staff-to-student ratio appears low, particularly compared to standalone business schools
 - ▶ Budget reductions impacting supports for student societies and events “is heavily felt by students and staff”
 - ▶ Compensation for academics taking on administrative positions has been reduced, which will make it challenging to recruit strong candidates for these roles

- ▶ Since stipends for overload teaching offered by the Department do not appear to be on par with those offered by other units such as IMI, faculty prefer to teach for IMI which results in fewer teaching resources for Management
- ▶ Critical functions such as career services and alumni relations are either underfunded or non-existent, placing UTM and its students at a significant disadvantage relative to competitor programs, which reviewers note “are typically standalone business schools”
- ▶ The centralized governance system, with decision-making and many support services managed at the decanal level, limits the Department’s ability to efficiently address its unique needs; this “puts UTM at a disadvantage when compared to standalone business schools who benefit from greater autonomy”
- ▶ UTM’s centralized fundraising efforts leave the department unable to effectively engage with alumni, limiting opportunities for mentorship, networking, and financial support
- ▶ The planned co-op program will be managed centrally by UTM; students note some concerns that this program will not be tailored to Management students
- ▶ Students voiced frustration at the lack of dedicated space for business students to gather and collaborate
- ▶ “Faculty members noted that the department receives a disproportionately small share of the deregulated tuition fees it generates, further exacerbating resource shortages.”
- ▶ “In general, all members of the Department of Management felt that the funding does not align with the expectations created by deregulated tuition fees”
- ▶ “Despite its reputation and academic rigor, the department operates with insufficient resources”
- ▶ “Without proportional resource allocation, the department cannot adequately address operational needs, such as career support”
- Long-range planning and overall assessment
 - ▶ Systemic challenges hinder the department’s ability to fully deliver high quality programs; these include acute resource shortages, centralized governance, and structural problems with affiliated programs
 - ▶ Many ongoing concerns were also raised in the previous review of the department; while some progress has been made in addressing these issues, “additional demands placed on faculty seem to have outpaced that progress, leaving the department in a weaker position than it was at the time of the last review”
 - ▶ “IMI offers some programs that are purely management programs, yet these programs are not under the control of the Department of Management. IMI programs such as the MMPA generate both positive and negative spillover effects on undergraduate programs. While they can enhance the department’s profile and collaborative opportunities, their separation from the department complicates resource allocation, quality control and administrative oversight.”
 - ▶ Reviewers raise concerns that management programs are offered by two distinct units at UTM, highlighting potential reputational and administrative impacts related to program alignment, student selection processes, and fee structures

- International comparators
 - ▶ Current governance structure hinders the Department's ability to compete with other business schools

The reviewers made the following **recommendations**:

- Relationships
 - ▶ Reviewers note opportunities to strengthen relationships between departmental faculty and colleagues at Rotman
 - ▶ Establish regular meetings with Rotman leadership to ensure UTM faculty are included in decision-making processes that affect their roles and contributions
 - ▶ "Establish parity measures to ensure that faculty with joint appointments have comparable access to resources, recognition, and opportunities as their Rotman counterparts"
 - ▶ Explore the development of recognition programs to highlight the unique contributions of UTM-based tenure stream faculty
 - ▶ Opportunities also noted to strengthen relationships between the Department and IMI
 - ▶ Leverage alumni networks to provide mentorship and employment opportunities for students, and for potential advancement initiatives
 - ▶ Reviewers note that developing an alumni database is an essential component of developing a network for student career opportunities, and for nurturing alumni relationships
- Organizational and financial structure
 - ▶ Co-op program should be tailored to Management students; reviewers assert that this would be best achieved by having a resource within the Department that administers the co-op program
 - ▶ Unit should conduct a review of faculty and staff resources, and use findings to advocate for additional full-time faculty and staff
 - ▶ Explore the development of an integrated career services strategy that could serve both undergraduate and IMI programs; this could include expansion of internships, co-op opportunities and networking events
 - ▶ Reviewers highlight the importance of having a dedicated staff member work on fundraising for the department, noting that standalone business schools typically have a large staff devoted to advancement and alumni relations
 - ▶ Reviewers urge divisional and institutional leadership to explore increasing the resources available to the department; "We see the current situation as putting UTM's ability to maintain a strong department in serious jeopardy"
 - ▶ Reviewers recommend delegating greater decision-making authority to the unit, particularly in areas such as faculty hiring and resource allocation, in order to improve responsiveness and program alignment
- Long-range planning and overall assessment
 - ▶ Consider ways to increase the involvement of the Department of Management in the oversight of management programs housed in IMI, to support program quality, reputation, and coordination of teaching resources

- ▶ “Evaluate whether IMI programs like MMPA should be formally integrated with the Department of Management. If integration proceeds, ensure that additional resources, especially in career services and administrative support, are allocated proportionally to the increased responsibilities”



September 12, 2025

Professor Nick Rule
Vice-Provost, Academic Programs
University of Toronto

RE: UTQAP cyclical review of the Department of Management and its programs

Dear Professor Rule,

Thank you for your letter of June 13, 2025 requesting the decanal administrative response to the November 18-19, 2024 review of the Department of Management and its programs: Management, BBA (Specialist; Management Stream and Human Resource Management Stream), Management, BA (Major), Commerce, BCom (Specialist), Commerce: Accounting, BCom (Specialist), Commerce: Finance, BCom (Specialist), Commerce: Marketing, BCom (Specialist), Commerce, BA (Major), and Certificate in Effective Business Practices & Leadership Skills.

On behalf of the University of Toronto Mississauga, we would first like to thank the reviewers, Geneviève Bassellier, McGill University, and Jonathan Glover, Columbia University, for their comprehensive review of the Department of Management and its programs. We would also like to thank the Chair, Prof. Tanjim Hossain, and faculty, administrative staff, and all those who contributed to the preparation of the self-study. We also thank the many staff, students, and faculty members who met with the external reviewers and provided thoughtful feedback.

In their report, the reviewers noted the curricular innovations in the programs under review, praising the emphasis on practical skills, including data analysis and manipulation. The reviewers also commended the staff's remarkable commitment to the programs, while noting the excellence of the department faculty and their dedication to the programs under review. In their report, the reviewers recommended working towards greater departmental autonomy, especially over resource allocation, in order to establish and maintain services for students that are in line with other institutions and academic units in the discipline. Moreover, the reviewers recommended allocating more resources to the Department to prioritize hiring of tenure-stream faculty members and to ensure faculty equity. The reviewers also recommended that UTM divisional leadership assess the organization of all Management-related programs offered at UTM.

The reviewers' recommendations have been addressed in the enclosed Review Recommendations Table that outlines the department's response, the decanal response, and the Implementation Plan identifying action items and timelines for each recommendation (immediate, medium, or long term). This administrative response was developed in consultation with senior leadership in my office and the Department Chair.

Progress checks and monitoring of the implementation plan will occur through the Chair's Annual Report to the Dean. We also acknowledge your office will request a brief Interim Monitoring Report

midway between the November 2024 review and the next cyclical review, which is scheduled to take place in the 2031-32 academic year.

Thank you very much for the opportunity to respond to the review report. The reviewers' comments and recommendations will help inform the future priorities of the Department of Management and its programs.

Sincerely,



William A. Gough
Interim Vice-Principal, Academic & Dean

Encl.: 2024-25 UTQAP Review of the UTM Department of Management – Review
Recommendations (table)

CC: Tanjim Hossain, Chair, Department of Management, University of Toronto Mississauga
Bryan Stewart, Vice-Dean, Academic Programs, University of Toronto Mississauga
Ferzeen Sammy, Manager, Academic Programs & Quality Assurance, University of Toronto Mississauga
Lachmi Singh, Director, Academic Programs, Planning and Quality Assurance
Emma del Junco, Academic Reviews and Planning Specialist
David Lock, Academic Reviews and Planning Specialist,
Stephanie Machado Fernandes, Administrator, Academic Programs

2024-25 UTQAP Review of the UTM Department of Management - Review Recommendations

Please do the following for each recommendation in the table:

- If you **intend** to act on a recommendation, please provide an **Implementation Plan** identifying actions to be taken, the time frame (short, medium, long term) for each, and who will take the lead in each area. If appropriate, please identify any necessary changes in organization, policy or governance; and any resources, financial and otherwise, that will be provided, and who will provide them.
- If you **do not** intend to act on a recommendation, please briefly explain why the actions recommended have not been prioritized.
- In accordance with the UTQAP and Ontario's Quality Assurance Framework, “it is important to note that, while the external reviewers’ report may include **commentary** on issues such as faculty complement and/or space requirements when related to the quality of the program under review, **recommendations** on these or any other elements that are within the purview of the university’s internal budgetary decision-making processes must be tied directly to issues of program quality or sustainability” (emphasis added)
- You may wish to refer to the [sample table](#) provided by the Office of the Vice-Provost, Academic Programs

Request Prompt <i>verbatim from the request</i>	Rec. #	Recommendations from Review Report <i>verbatim from the review report</i>	Unit Response (completed by Chair)	Dean’s Response	Implementation Plan <i>actions to be accomplished in the immediate (six months), medium (one to two years) and longer (three to five years) terms, and who (Program Director, Dean) will take the lead in each area.</i>
The reviewers highlighted concerns related to student experience, including student dissatisfaction with limited supports for securing internships during their studies and employment following graduation; as well as a lack of career services tailored to the specific needs of business students. They recommended exploring ways to strengthen supports for students in the Department, and considering the possibility of an integrated career services strategy to benefit both students in the UTM	1.	“Develop an integrated career services strategy that serves both undergraduate and IMI programs. This includes expanding internships, co-op opportunities, and employer networking events.”	Integrating with MMPA and MMI would be efficient. However, UTMM has no control or oversight of these programs even though we originally created these programs and ran them. We suggest that UTMM regains control over these programs and designs a more integrated student experience for students in undergraduate and graduate management programs. With UTMM’s entry into the UTM CIP, we propose that affiliated resources held by the OVPAD be transferred to UTMM. This would allow for the department to have full discretion and ability to optimize human and financial resources supporting co-op and existing experiential initiatives all tailored to business program students.	OVPAD will facilitate discussion with UTM Dean of Student Experience’s office for student services. OVPAD and UTMM are in the midst of expanding the UTM Co-op Internship Program for Management students within the University of Toronto tricampus framework. OVPAD will work with department connecting to other university offices with experience working in internship and networking areas.	Immediate term; Vice-Dean, Undergraduate; Associate Dean, Academic Experience

Department of Management and those in other business-focused programs at UTM.					
	2.	“[Students] expressed a clear desire to receive more support in finding internships and jobs after graduation – support tailored to the needs of the students in Management.”	We share this view with the reviewers and students and will welcome UTM dedicating permanent resources to staff additional internship and career service positions housed within the department. To date, UTMM has prioritized career and internship support staff hires when possible. We also note that a disproportionate number of resources have been allocated to the EEU supporting experiential learning and co-op while the department will have to shoulder the burden and reputational risk on the success of these new initiatives. We request that the OVPAD decentralizes these resources to the academic departments. We had to cut a student support staff position due to funding shortage as our deregulated budget, which supports our student services, has continually shrunk in real terms. We have made multiple requests to the OVPAD for funding of one of the staff members on our deregulated budget through our operating budget for over two years, but have not received any additional resources yet. Any further cut to our staff complement will not only constrain our implementation of reviewer recommendations, but also adversely affect our ability to operate as a department. We currently have two SPAC requests submitted and we hope that those will be approved.	See above OVPAD will work with UTMM to determine the extent which central campus services, such as the Career Centre can be utilized to serve UTMM students, and where appropriate work with the department to identify UTMM specific needs.	Immediate term; Vice-Dean, Undergraduate; Associate Dean, Academic Experience
	3.	“Career services were cited as an area needing improvement, but students also highlighted a lack of support for student clubs, limited opportunities for study abroad, and desire for greater	Increasing the staff size of UTMM, by even just one or two additional staff members, would enable us to improve our career and alumni services significantly. We are currently working with different UTM units	UTMM will work with the International Education Centre to identify study abroad opportunities for UTMM students	Medium term; UTMM Director, Undergraduate Programs

		faculty involvement in co-curricular activities, such as case competitions. Students expressed frustration with the lack of dedicated space for business students to gather and collaborate.”	to provide a high-quality learning experience for students. UTMM staff are already operating under severe bandwidth constraints and with additional staffing, we would be well-positioned to expand our programming for students. UTMM plans to move to a guaranteed admission system like RSM and UTSC-Management, which would enable us to further focus efforts on first-year recruitment and retention. Additional resources are required for providing better support to first year students. Integration of MMPA and MMI programs back to UTMM will also facilitate more efficient and strategic use of space for student uses. Integration within the organizational structure of the staffing complement will help in the achievement of these goals.	UTMM is encouraged to engage with its students' clubs and societies to determine how best to serve their students	
	4.	The [co-op program] should be tailored to the students in the Department of Management, as it is done in other business schools, and that would be best achieved by having a resource, within UTMM, that administers the co-op program.”	UTMM is entering UTM CIP this year. Currently the program structure is the same for all units and may not be best suited for management students. Over time, UTMM can work with the OVPAD to design a version better catered for management students with dedicated UTMM staff. Adequate resourcing and support from OVPAD, so that an improvement in the experiential learning offering does not come at the cost of reduced staff resources, is crucial in better implementing this recommendation.	UTM CIP is a young and growing program that is presently scaling up. To date, the UTM Co-op Internship Program has developed in concert with UofT wide colleagues in FAS, FASE, and UTSC. As UTMM is just starting it’s CIP streams, OVPAD will take an iterative approach to UTMM CIP and adjust as required to ensure the success of management students	Medium term; Vice-Dean, Undergraduate; Associate Dean, Academic Experience
Noting recent and imminent faculty absences and leaves, as well as a considerable reliance on sessional faculty for program delivery, the reviewers highlighted the importance of strategic complement	5.	“Prioritize hiring tenure-stream faculty to reduce reliance on sessional instructors and enhance program continuity and quality.”	We have received approval for 2 tenure-stream searches this year. Consistent with UTM’s plan to replace all the unreplaced positions over the next few years, we hope to recruit 2 more in 2026-27 and 2 more in 2027-28 (all in tenure stream) to get back to	OVPAD will continue to work with UTMM and all other academic departments within our established faculty complement planning process.	Ongoing; Vice-Dean, Faculty

planning. They urged the unit to pursue hiring opportunities when they become available, to maintain the continuity and quality of the programs and to strengthen the morale of current teaching staff. They further noted that junior faculty could benefit from enhanced clarity and supports related to promotion and tenure criteria.			the steady state. We thank the OVPAD for their support on this matter.		
	6.	“With some recent leaves (and imminent ones), it will be crucial that the Department be able to hire in order to maintain the quality of the programs and to enhance the morale of current faculty members.”	Agreed. We aim to replace all the unfulfilled position by 2027-28 with the help of the OVPAD.	OVPAD will continue to work with UTMM and all other academic departments within our established faculty complement planning process.	Ongoing; Vice-Dean, Faculty
The reviewers noted that some UTM Management faculty express concerns about perceived inequities regarding access to resources, research supports, recognition, and decision-making influence in relation to other tri-campus colleagues working in cognate areas. They highlighted the importance of fostering faculty engagement, and recommended that the unit work with divisional and institutional leadership to enhance communication and collaboration among tri-campus Management faculty; ensure that faculty across cognate units have comparable access to resources and opportunities; and explore ways to highlight and recognize the unique contributions of teaching staff in Management at UTM..	7.	“Establish regular joint meetings with Rotman leadership to ensure UTM faculty are included in decision-making processes affecting their roles and contributions.”	Currently, UTMM has one faculty representative on the Graduate Department of Management (GDM) Executive Committee, which typically convenes once or twice per year. More frequent meeting of the GDM executive committee and participation of UTMM and UTSC-Management chairs in a periodical meeting of the UTSC, UTM, and RSM deans, as proposed in 2023-24, will be useful in this regard.	Graduate Department meetings occur regularly. The Dean’s Office will engage directly with UTMM on agenda setting for these meetings.	Ongoing; Vice-Dean, Graduate and Postdoctoral Affairs
	8.	“Create recognition programs to highlight the unique contributions of UTM-based tenure-track faculty.”	UTMM is working on improving departmental communication and highlighting of faculty achievement. The department also calls upon the central communications team to better highlight UTM faculty successes. Often our peers at RSM are posting or announcing UTM faculty success before UTM. The relationship and coordination must improve as faculty feel more appreciated by non-UTM units. We plan to introduce annual awards for faculty research and teaching as done by RSM and UTSC-Management. We will request small funding for these awards in the operating budget.	OVPAD encourages UTMM to develop recognition programs most suited to the department.	Medium term; Chair, UTMM

	9.	“Address Faculty Equity: Establish parity measures to ensure that faculty with joint appointments have comparable access to resources, recognition, and opportunities as their Rotman counterparts.”	We have requested UTM’s OVPAD to run a review of faculty salary at UTMM vis-à-vis other tri-campus Management units (RSM and UTSC-Management). Ensuring that UTMM faculty salaries are consistent with tri-campus counterparts will be extremely important in maintenance of faculty morale and in our medium-term ability to retain faculty. In addition to salary equalization relative to tri-campus counterparts, additional resources for research funding will be required to address faculty equity. UTMM receives a much smaller share of the resources relative to the revenue we bring in to UTM than most other UTM departments. A revised budget model that allocates UTMM per student resources comparable to Rotman Commerce should be designed, as there should not be a material difference in per student funding across the different management units of the university, which all charge similar deregulated fees. Such a budget model will allow us to provide such support. Moreover, the availability of endowed research chair positions at UTMM is significantly lower than at RSM. An increase in the number of management-specific endowed chairs at UTM would be a valuable step toward attracting and retaining high-caliber faculty. With support from the OVPAD, UTMM will collaborate with UTM Advancement in securing such endowed chairs.	OVPAD will work with UTMM to access appropriate offices on campus such as research resources available within OVPRI, and faculty, student, and academic program resources in OVPAD. Through the Vice-Provost, Faculty and Academic Life, the university has policies and procedures in place to ensure fairness. UTM Vice-Dean Faculty will work with UTMM to learn and engage with such procedures as appropriate. UTM is in the process of developing a new budget model as other divisions at U of T have done. This activity-based model may address some of these concerns.	Immediate to medium term; Vice-Dean, Academic Programs; Vice-Dean, Undergraduate; Vice-Dean, Faculty
The reviewers also observed significant resource tensions and coordination challenges related to the interplay between the undergraduate Management and Commerce programs, and the	10.	“Integrate IMI Programs with Management: Evaluate whether IMI programs like MMPA should be formally integrated with the Department of Management. If integration proceeds, ensure that	We would welcome a discussion with UTM leadership regarding management education at UTM. We agree that if integration proceeds, it will be critical to ensure proper resources are allocated proportionally. We believe such a	UTMM was a key department in both the 2013 proposal to establish the Institute for Management and Innovation (IMI) as an EDU:B and the 2020 proposal to transition IMI to an EDU:A. It played a central role in creating the Institute, which brought UTM’s	Medium term; Vice-Principal Academic and Dean; Vice-Dean, Academic Programs

Management-focused programs offered by the UTM Institute for Management and Innovation (IMI). They recommended that divisional and institutional leadership conduct an assessment of current organizational structures to ensure that they optimally support program objectives and student experience.		additional resources, especially in career services and administrative support, are allocated proportionally to the increased responsibilities.”	realignment would enhance academic coherence, strategic planning, and operational efficiency, and we look forward to engaging in this important conversation with campus leadership.	professional management-focused graduate programs together under one banner. IMI is currently undergoing a UTQAP cyclical review, and upon completion of that review OVPAD will engage with all units including UTMM and IMI to chart the best path forward.	
	11.	“...we recommend that the Department of Management be given control of the Management programs such as MMPA or an oversight on admission criteria for the minor. This would help protecting the reputation of the Department of Management, ensure control over the quality of the programs, as well as streamline teaching allocation.”	Agreed, please see above. This, alongside tri-campus faculty inequities, is by far one of the most important recommendations in this review report and we fully support actions to address the highlighted issues.	See above. OVAD will coordinate discussion between UTMM and IMI regarding Minor Program admissions	Medium Term Vice-Dean, Academic Programs
The reviewers noted opportunities to strengthen alumni relations, highlighting the potential to leverage alumni networks to enhance mentorship and employment opportunities for students; and to support advancement initiatives for the unit.	12.	“Leverage alumni networks to provide mentorship and employment opportunities for current students and to raise much needed funds. Even if the fundraising activity is to remain centralized at UTM, it is important that the university dedicate a staff member to raising funds for the department.”	UTMM has been working on more alumni engagement and is also working with UTM’s Advancement Office. We request small amounts of funding to hold alumni-centric events. Such events will likely have spillover benefits in terms of improving opportunities and outcomes for students that are currently enrolled.	OVPAD will facilitate discussion between UTMM and the UTM Alumni Relations office.	Medium term; Assistant Dean
The reviewers repeatedly noted concerns regarding perceived disparities between the revenue that UTM Management generates for the University, and the resources made available to the unit. They recommended that the Department collaborate with divisional and institutional leadership to conduct a	13.	“Conduct a formal internal review to quantify faculty and staff shortages. Use findings to advocate for additional full-time faculty and staff.”	A review by OVPAD will be greatly appreciated by UTMM. Data from the Tri-Campus Management Benchmarking Exercise done in 2021 (data not available to the department) may be useful as a starting point. Such a formal review can also be used to address inequities in faculty salaries highlighted in earlier comments.	Due to current financial constraints in the post-secondary education field in Ontario, UTM will, as part of the complement planning process, review faculty and staffing in all academic units.	Medium term; Vice-Dean, Faculty

review of faculty, staff, and other resources to ensure that the unit and its students have the support they need.	14.	“Increase the Resources Available to the Department of Management: There is a disconnect between the resources the department generates for the university in terms of deregulated tuition and the resources the university provides to the department (e.g., faculty members, budget). This model was probably never a good one but did not create severe problems until budgetary constraints became tighter. In the current environment, the university is creating a very difficult situation for the department’s senior faculty. We see the current situation as putting UTM’s ability to maintain a strong department in serious jeopardy.”	UTM moving towards a revenue-based budget and greater autonomy for the units will be greatly appreciated. Meanwhile, additional resources to the departmental budget on a temporary basis may be necessary to provide an optimal level of educational experience for our students who pay deregulated tuition fees.	UTM is in the process of developing a new activity-based budget model as other divisions at U of T have done.	Medium to long term; Vice-Principal Academic and Dean
The reviewers broadly observed that a centralized governance system, with decision-making and many support services managed at the divisional level, may limit the Department’s ability to efficiently address its unique needs. They urged the Department to work with divisional and institutional leadership to explore potential approaches to delegate greater decision-making authority to the Department, with a particular focus on faculty hiring and resource allocation.	15.	“Decentralize Governance Structures: Delegate greater decision-making authority to the department, particularly in areas such as faculty hiring and resource allocation, to improve responsiveness and program alignment.”	Movement towards greater financial and administrative decision-making authority for the units will be greatly appreciated by UTMM.	UTM is planning a path towards greater unit level autonomy, consistent with the new activity-based budget model.	Medium term; Vice-Principal Academic and Dean

3 Committee on Academic Policy & Programs (AP&P) Findings

The spokesperson for the reading group reported that the review summary had accurately reflected the full review. The reading group reported that the Dean's administrative response had largely adequately addressed the issues identified by the review and noted several areas that required clarification and updates: implementation timelines for a UTQAP review of the Institute for Management & Innovation (IMI) and the activity-based budget model; administrative support for student clubs, extracurricular activities, and faculty recognition; career and internships through collaboration with central university career services; curriculum management between UTM and IMI, and whether the admissions criteria for the Master of Management in Professional Accounting (MMPA) and Master of Management of Innovation (MMI) programs had been reviewed.

Bill Gough, Interim Vice-Principal (Academic) & Dean, UTM addressed multiple topics related to staffing, budgeting, and student support for the UTM Department of Management, dividing the discussion into four key areas:

- 1) Staffing and Administrative Support:
 - Departments requested more staff due to growing student needs, though budget constraints limited expansion.
 - Some programs benefitted from deregulated tuition fees, but rising staff costs have eroded the funding's impact.
 - The budget decisions followed a campus-wide adjudication process, which limited short term commitments.
- 2) Deferred or Contingent Action Items:
 - Some issues were pending outcomes of the graduate program review within the Institute for Management and Innovation (IMI).
 - The review was nearly complete, and its findings would guide structural and administrative decisions for the department.
- 3) Career and Internship Supports:
 - The experiential education portfolio at UTM had expanded and included research opportunity programs (ROPs) and a growing co-op program—from 247 students last year to a goal of 1,000 students annually within 10 years. The Department of Management joined the co-op program this year with 10 students, marking a promising start.
 - Plans to enhance career service collaboration and acknowledgement that management students had distinct professional pathways that required tailored support.
- 4) Transparent Budget and Staffing Data:
 - Faculty hiring was affected by reduced international enrollment. UTM was 40 faculty positions behind and launched a three-year hiring plan to restore the complement, including five positions in Management.
 - No new growth positions were planned until financial stability improved.

- The benchmarking study comparing UTM, UTSC, and Rotman staffing levels illustrated structural differences (e.g., co-op funding sources), making direct comparisons unreliable. He expressed willingness to revisit data-sharing across divisions for transparency.

Bryan Stewart, Vice-Dean, Academic Programs then provided comments on the remaining matters below:

5) Equity in Teaching Stipends and Support:

- Comparing UTM Management (primarily undergraduate, 19-unit division) with Rotman (single department, mostly graduate teaching) was complex due to structural and workload differences.
- Teaching stipends were governed by collective bargaining agreements, but there was room for additional divisional negotiation.
- Divisional leadership was sensitive to differences across divisions and would continue to manage them where appropriate.

6) Curricular Representation and Governance:

- MMPA and MMI programs were administered by IMI, a separate unit from the Department of Management, that was undergoing its own distinct UTQAP review.
- Curriculum reviews and program decisions for IMI-administered programs were considered within IMI though their own UTQAP processes, and UTM faculty participating in IMI programs were included in relevant discussions.

7) Urgency of MMPA Admissions Review:

- Bryan Stewart clarified that the MMPA program was part of IMI and separate from the review of the UTM Department of Management.
- The MMPA received focused attention through the IMI UTQAP review process, and the UTM Dean's office was fully committed to addressing any issues identified.

No follow-up report was requested.

4 Institutional Executive Summary

The reviewers broadly praised the Department's academic and operational excellence. They highlighted the curriculum's emphasis on practical skills such as data analysis and manipulation, which serves to increase students' readiness for the job market. They also noted curricular innovations, including responsiveness to market trends, and integration of cutting-edge content in data analytics, fintech, and other high-demand areas. They recognized that the Department serves a diverse student body and offers a supportive, inclusive environment; displays a commendable commitment to incorporating EDI principles into its curriculum and operations; and is working to improve experiential learning programs and increase student awareness of such offerings. Finally, the reviewers observed that faculty are excellent and display tremendous support for and dedication to the programs; staff exhibit remarkable commitment to maintaining program operations; and academic and administrative staff work closely and

cooperatively together.

The reviewers recommended that the following issues be addressed: exploring ways to strengthen supports for students in the Department; engaging in strategic complement planning and enhancing clarity and supports for junior faculty related to promotion and tenure criteria; enhancing communication and collaboration among tri-campus Management faculty; ensuring that faculty across cognate units have comparable access to resources and opportunities; exploring ways to highlight and recognize the unique contributions of teaching staff in Management at UTM; addressing resource tensions and coordination challenges between the undergraduate Management and Commerce programs, and the Management-focused programs offered by IMI by conducting an assessment of current organizational structures to ensure that they optimally support program objectives and student experience; leveraging alumni networks to enhance student mentorship and employment opportunities, and to support advancement initiatives; collaborating with divisional and institutional leadership to conduct a review of faculty, staff, and other resources to ensure that the unit and its students have the support they need; and working with divisional and institutional leadership to explore potential approaches to delegate greater decision-making authority to the Department, with a particular focus on faculty hiring and resource allocation.

The Dean's Administrative Response describes the division and unit's responses to the reviewers' recommendations, including an implementation plan for any changes necessary as a result.

5 Monitoring and Date of Next Review

Progress checks and monitoring of the implementation plan will occur through the Chair's Annual Report to the Dean.

The Dean will provide an interim report to the Vice-Provost, Academic Programs no later than 2028-29 on the status of the implementation plans.

The next external review of the Department of Management will be commissioned to take place in 2031-2032.

6 Distribution

On August 15th 2026, the Final Assessment Report and Implementation Plan was posted to the Vice-Provost, Academic Programs website and the link provided by email to the Vice-Principal, Academic & Dean, UTM, the Secretaries of AP&P, Academic Board and Governing Council, and the Ontario Universities Council on Quality Assurance. The Dean provided the link to unit leadership.