



# Four Year Report (2020)

## Economics Graduate and Undergraduate Programs (reviewed 2015/16)

### A. Summary of Review

This review was conducted under the terms and conditions of the IQAP approved by Senate on June 6, 2011.

1. The academic programs offered by the Department of Economics which were examined as part of the review were:

- BA in Applied Economics Analysis\*
- BA in Economics (Honours\* and Pass program)
- Bachelor of Business Economics\* with streams in Consumer Economics and Financial Economics
- Master of Business Economics\*

\*Includes Co-op programs

2. The Review Committee consisted of: Steffen Ziss (Wilfrid Laurier University), Swapan Dasgupta (Dalhousie University) and Carmela Patrias (Brock University).
3. The site visit occurred on February 10-12, 2016.
4. The Final Assessment Report was approved by Senate on October 5, 2016.
5. The reviewers assigned the specific programs varying outcome categories:

Excellent Quality	Good Quality	Good Quality with Concerns	Non-Viable
BA Economics (Honours) Bachelor of Business Economics Master of Business Economics	BA Economics (Pass)		BA in Applied Economics Analysis

6. The next review of the undergraduate program in the Department of Economics will be in 2023/24.

## B. Recommendations

### Recommendation #1

Add a second math admission requirement. One option is to add Data Management at 60. Another option is to require any two of (Functions, Vectors and Calculus and Data management) at 60 and 65.

#### ARC Disposition of the Recommendation

ARC considers this recommendation to be not accepted for the reasons stated by the Department. The Committee understands this recommendation as an attempt to address the issue of attrition from first to second year. ARC expects that the Department will consider attrition in the context of a larger discussion about progression, retention and curriculum.

The Committees believes that recommendations 1 through 4 point to the need to utilize the curriculum map and consider changes to the undergraduate program to ensure that course content and delivery are addressing the course-level and program-level outcomes. The Committee encourages the Department to undertake an ongoing process of curriculum review and revision.

#### Implementation Plan

Recommendation not accepted.

### Recommendation #2

Consult with instructors teaching marketing courses to determine which topics (e.g. mergers, vertical restraints) might be useful to cover in ECON 3P06.

#### ARC Disposition of the Recommendation

ARC considers this recommendation to be accepted and in the process of implementation. ARC expects that the Department will consider topics in ECON 3P06 in the context of a larger discussion about curriculum. Please see also recommendation #1 with respect to curriculum review.

#### Implementation Plan (1<sup>st</sup> Priority)

Responsible for approving:	Department
Responsible for resources:	Department
Responsible for implementation:	Department
Timeline:	Dean of Social Sciences to report by the end of academic year 2016/17

Actions Taken	Year Action Started	Year Action Completed
Action #1 Consult with the Chair of Marketing, International Business, and Strategy Department in the Goodman school of Business	2016	2017

### Explanation of Actions Taken, Status and Results:

Instructors responsible for the teaching of this course consulted with the Chair of Marketing, International Business and Strategy Department in the Goodman School of Business, as well as various professors of that department. Additionally, course outlines for MKTG 2P51, MKTG 2P52 and ECON 3P06 were exchanged. As a result of such consultation, 3P06 now includes vertical and horizontal mergers, which was suggested by the external review committee.

### Recommendation #3

Instructors of Mathematics for Economics classes consider striking a balance between emphasis on proofs of mathematical theorems in general vs the working out of illustrative numerical as well as theoretical examples from economic theory where the mathematics being taught is helpful. Content of the Mathematical Economics Courses should focus on the material that will be of direct relevance for the advanced theory and econometrics courses. If possible consider reducing the amount of material to a single 3rd year math econ course. Having said that, the objective should be to prepare the student well for theory and econometrics courses, which should include developing the ability of students to handle proofs and abstract logical reasoning that arise in economics, as well as the ability to employ such methods in their own analytical work.

#### ARC Disposition of the Recommendation

ARC considers this recommendation to be in two parts.

- a. The Committee considers the recommendation to strike a balance between the emphasis on mathematical proofs vs illustrative and theoretical examples to be accepted and in the process of implementation. The Committee expects that the Department will address this recommendation in the context of a larger discussion about curriculum. Please see also recommendation #1 with respect to curriculum review.

#### Implementation Plan (1<sup>st</sup> Priority)

Responsible for approving:	Department
Responsible for resources:	Department
Responsible for implementation:	Department
Timeline:	Dean of Social Sciences to report by the end of academic year 2016/17

Actions Taken	Year Action Started	Year Action Completed
Action #1 Review and revise the balance between proofs of mathematical theorems and illustrative examples from economics in Mathematical Economics Classes.	2016	2016

#### Explanation of Actions Taken, Status and Results:

The instructors of Mathematical Economics classes reviewed their course content in the summer of 2016 and have implemented changes. The instructors of Mathematical Economics will continue to review the curriculum in the Math Econ courses regularly (as per the ARC disposition of Recommendation #1) and ensure an appropriate balance between proofs and illustrative examples.

#### Recommendation 3.b.

b. The Committee considers the recommendation to reduce the amount of materials in Mathematical Economics Courses to a single 3<sup>rd</sup> year math econ course to be not accepted for the reasons stated by the Department.

#### Implementation Plan

Recommendation not accepted.

#### Recommendation 4

Instructors of Econometrics classes consider reducing emphasis on pure econometric theoretical material and proofs of formulae and theorems and introduce a heavier component of applications of econometric methods to statistical studies undertaken as part of projects and applications.

#### ARC Disposition of the Recommendation

ARC considers this recommendation to be accepted and in the process of implementation. The Committee expects that the Department will review this recommendation in the context of a larger discussion about curriculum. Please see also recommendation #1 with respect to curriculum review.

#### Implementation Plan (1<sup>st</sup> Priority)

Responsible for approving:	Department
Responsible for resources:	Department
Responsible for implementation:	Department

Timeline:

Dean of Social Sciences to report by the end of  
academic year 2016/17

Actions Taken	Year Action Started	Year Action Completed
Action #1 Review and revise the balance between theory/proofs and applications (especially through projects and applications) in the Econometrics Classes.	2016	2016

**Explanation of Actions Taken, Status and Results:**

The instructors of the Econometrics classes reviewed their course content and evaluation methods and have implemented changes. All undergraduate econometrics courses include a large applied component, and a weekly lab section (where students can work on their assignments) that focuses on applications. The Departmental Econometrics Group will continue to review the curriculum in the econometric courses regularly (as per the ARC disposition of Recommendation #1) and ensure that the emphasis on applications of econometric methods to statistical studies undertaken as part of projects and applications is maintained.

**Recommendation 5**

In order to improve student performance in the Statistics/ Econometrics sequence offer Math 1P98, Econ2P90 and Econ 3P90 in consecutive terms.

**ARC Disposition of the Recommendation**

ARC considers the recommendation to improve access to these courses to be accepted and in the process of implementation. The Committee acknowledges that the scheduling of MATH courses lies outside the jurisdiction of the Department of Economics, but would encourage a dialogue between the two Departments to explore possibilities.

**Implementation Plan (1<sup>st</sup> Priority)**

Responsible for approving: Department  
 Responsible for resources: Department  
 Responsible for implementation: Department  
 Timeline: Dean of Social Sciences to report by the end of  
 academic year 2016/17

Actions Taken	Year Action Started	Year Action Completed
Action #1 Offer ECON 2P90 and 3P90 more often	2016	2016
Action #2 Encourage MATH to offer MATH 1P98 more often	2016	2016

#### Explanation of Actions Taken, Status and Results:

The Department has taken steps to improve access to the Statistics/Econometrics sequences of courses. ECON 2P90 and ECON 3P90 are offered in both the Fall and Winter terms of 2016-17 and have continued to do so in years after. ECON 2P90 is also being offered regularly in the spring term starting in 2017.

The Chair talked to the MATH Department about offering both MATH 1P97 and 1P98 in both the Fall and Winter terms. As a result of these talks, the math department plans to start offering MATH 1P97 in the Fall and Winter terms in 2020-2021.

#### Recommendation 6

In order to improve student performance in the Math sequence offer Econ2P30 and Econ 3Q91 in consecutive terms.

#### ARC Disposition of the Recommendation

ARC considers the recommendation to improve access to these courses to be accepted and in the process of implementation. As with recommendation #5, the Committee would encourage a dialogue with the Mathematics Department to explore synergies.

#### Implementation Plan (1<sup>st</sup> Priority)

Responsible for approving: Department  
 Responsible for resources: Department  
 Responsible for implementation: Department  
 Timeline: Dean of Social Sciences to report by the end of academic year 2016/17

Actions Taken	Year Action Started	Year Action Completed
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Action #1 Offer ECON 2P30 and 3Q91 more often and especially in consecutive terms	2016	2016
Action #2 Encourage MATH to offer MATH 1P97 more often	2016	2016

**Explanation of Actions Taken, Status and Results:**

The Department has taken steps to improve access to the Mathematical Economics sequences of courses. ECON 2P30 and ECON 3Q91 are offered in both the Fall and Winter terms of 2016-17 and have continued to do so in years after.

The Chair talked to the MATH Department about offering both MATH 1P97 and 1P98 in both the Fall and Winter terms. As a result of these talks, the math department plans to start offering MATH 1P97 in the Fall and Winter terms in 2020-2021.

**Recommendation 7**

In future reviews, the Department should consider incorporating some samples of exams, assignments, quizzes, answer keys, project topics etc., as part of the information package provided on course content within its self-study.

**ARC Disposition of the Recommendation**

ARC considers this recommendation to be not accepted as stated. While the Committee does not agree that such material should be included in the Self Study, the Department is encouraged to have such material available for reviewers during future site visits.

**Implementation Plan**

Recommendation not accepted.

**Recommendation 8**

The Department consider broadening its pool of faculty members from which to draw upon when assigning teaching duties for first year classes.

**ARC Disposition of the Recommendation**

ARC considers this recommendation to be accepted and in the process of implementation.

**Implementation Plan (1<sup>st</sup> Priority)**

Responsible for approving:	Department
Responsible for resources:	Department
Responsible for implementation:	Department
Timeline:	Dean of Social Sciences to report by the end of academic year 2016/17



Actions Taken	Year Action Started	Year Action Completed
Action #1 Assign different faculty to teach first year classes	2016	2017

#### Explanation of Actions Taken, Status and Results:

Probationary tenure-track appointments have been made, and will continue to do so, with considerations given to first year teaching abilities. In 2017/18 two instructors are splitting the teaching of the first year classes and both are different from the previous instructor (who used to teach all of the sections).

#### Recommendation 9

The Department try to improve its communication with the library via its liaison to resolve issues which are of importance to the faculty.

#### ARC Disposition of the Recommendation

ARC considers this recommendation to be accepted and in the process of implementation. The Committee would encourage the Department Library Representative to annually review library needs and communicate with the Liaison Librarian.

#### Implementation Plan (1<sup>st</sup> Priority)

Responsible for approving: Department  
 Responsible for resources: Department  
 Responsible for implementation: Department  
 Timeline: Dean of Social Sciences to report by the end of academic year 2016/17

Actions Taken	Year Action Started	Year Action Completed
Action #1 Meet regularly with the Economics librarian.	2016	2016

**Explanation of Actions Taken, Status and Results:**

The Department Library representative met with librarians in September and December of 2016 and have continued to do so regularly in years after.

**Recommendation 10**

The Department encourage faculty members to actively bring to the attention of students, in each of their classes, the services offered by library staff which can be useful when conducting research and writing term papers and encourage them to take advantage of these.

**ARC Disposition of the Recommendation**

ARC considers this recommendation to be accepted and in the process of implementation. The Committee expects that the Department Library Representative would be involved in encouraging faculty members to bring library services to the attention of students in each of their classes, as part of the annual review of library needs suggested in recommendation #9.

**Implementation Plan (1<sup>st</sup> Priority)**

Responsible for approving: Department  
 Responsible for resources: Department  
 Responsible for implementation: Department  
 Timeline: Dean of Social Sciences to report by the end of academic year 2016/17

Actions Taken	Year Action Started	Year Action Completed
Action #1 Communicate to faculty the services offered by the librarians	2016	2016

**Explanation of Actions Taken, Status and Results:**

The Department Library representative communicated with faculty regarding his meetings with librarians and reminded faculty regularly about the library services available to students.

**Recommendation 11**

The Department develop a set of tenure guidelines which provide a journal ranking and an expectation of the level of teaching performance and research output required for tenure.

**ARC Disposition of the Recommendation**

ARC considers this recommendation to be not accepted as it lies outside the jurisdiction of the Committee and has implications with respect to the Brock University/Faculty Association collective agreement.

**Implementation Plan**

Recommendation not accepted.

**Recommendation 12**

Replace both ILTAs when they retire.

**ARC Disposition of the Recommendation**

ARC considers this recommendation to be not accepted as it lies outside the jurisdiction of the Committee. ARC expects that the Department will proceed through normal channels of advocacy for ILTA positions.

**Implementation Plan**

Recommendation not accepted.

**Recommendation 13**

Continue to be aggressive in pursuing co-op student registrations and in encouraging students to consider switching into co-op in second year.

**ARC Disposition of the Recommendation**

ARC considers this recommendation to be accepted. The Department is encouraged to work with the Co-op, Career and Experiential Learning Office with regard to co-op registrations.

**Implementation Plan (1<sup>st</sup> Priority)**

Responsible for approving:	Department
Responsible for resources:	Department
Responsible for implementation:	Department
Timeline:	Dean of Social Sciences to report by the end of academic year 2016/17

Actions Taken	Year Action Started	Year Action Completed
Action #1 Promote the Co-op programs and encourage students to enroll into the Co-op programs.	2016	2016

**Explanation of Actions Taken, Status and Results:**

The first year instructors regularly promote the Co-op programs in their classes. The department also co-ordinates with external relations to promote the programs, including attending the job fairs.

**Recommendation 14**

Add a BA with Major Non-Honours Economics Program (20 credits, 60% minimum major average) which does not require advanced theory and math econ courses.

**ARC Disposition of the Recommendation**

ARC considers this recommendation to be accepted and in the process of implementation. The Committee encourages the Department to submit a request for major modification to introduce this new pathway.

**Implementation Plan (1<sup>st</sup> Priority)**

Responsible for approving:	Department
Responsible for resources:	Department
Responsible for implementation:	Department
Timeline:	Dean of Social Sciences to report by the end of academic year 2016/17

Actions Taken	Year Action Started	Year Action Completed
Action #1 Propose a BA with Major Economics Program	2016	2016

**Explanation of Actions Taken, Status and Results:**

The program was proposed and approved in the Fall of 2016 and will commence in the spring of 2017.

**Recommendation 15**

Offer more sections of required courses in the undergraduate program. If budget constraints do not allow for more sections to be offered then reduce the number of third year electives (especially ones with enrolments below 50).

**ARC Disposition of the Recommendation**

ARC considers this recommendation to be accepted. The Committee expects that the Department will work with the Dean to determine the underlying data and develop strategies to move forward on this issue.

**Implementation Plan (2<sup>nd</sup> Priority)**

Responsible for approving: Department  
 Responsible for resources: Department  
 Responsible for implementation: Department  
 Timeline: Dean of Social Sciences to report by the end of academic year 2017/18

Actions Taken	Year Action Started	Year Action Completed
Action #1 Offer more sections of required courses in the undergraduate program	2016	2016

**Explanation of Actions Taken, Status and Results:**

For 2016/2017, ECON 4P13, 4P14 3Q91 and 3P95 were offered in both Fall and Winter terms and Econ 3P02 was cancelled. More required courses were offered in Spring (Econ 3P21, 3P22, 2P90 and 2P91). The department will continue to offer required core courses in both the Fall and winter terms.

**Recommendation 16**

Cross list 4th year electives and MBE courses. If cross-listing is not allowed then simply offer the undergraduate and graduate course at the same time taught by the same instructor. This is a costless way of increasing the number of MBE electives.

**ARC Disposition of the Recommendation**

ARC considers this recommendation to be not accepted as stated, for the reasons given by the Department. However, the Committee would like to clarify that under existing rules, graduate and undergraduate courses can be taught in conjunction but cannot be cross-listed in the two calendars. A graduate program can allow for this type of course to be accepted towards degree completion. The Department is invited to explore this option as one way to increase the number of MBE electives.

**Implementation Plan**

Recommendation not accepted.

**Recommendation 17**

Keep GretL as an introductory software and introduce a second software (e.g. R, Eviews, MatLab, STATA) in upper year courses.

**ARC Disposition of the Recommendation**

ARC considers this recommendation to be already accepted and implemented.

**Implementation Plan**

No further action required.

**Recommendation 18**

Upgrade the Academic Advisor to an Undergraduate Director who is responsible for advising students, communicating with students about policies and events via a designated web- site, leading curriculum development, taking over the INPE and BBE coordinator roles and making recommendations to the Chair regarding course offerings.

**ARC Disposition of the Recommendation**

ARC considers this recommendation to be not accepted as it would require budgetary resources and therefore lies outside the Committee's jurisdiction. The Committee expects that the Department will proceed through normal channels of advocacy for these resources.

**Implementation Plan**

Recommendation not accepted.

**Recommendation 19**

Students be allowed to elect at least one representative, from the student body in each of the programs within the Department, who will be allowed to attend regular Department meetings as voting members, perhaps with the exception of a few select categories of agenda items from which they would be excluded. They should also be considered for membership in some of the standing committees of the Department, especially those which pertain directly to student interests such as program and curriculum matters.

**ARC Disposition of the Recommendation**

ARC considers the recommendation to have student representation in the Department to be accepted. The Committee expects that the Department will consult with the Dean about models in the Faculty of Social Sciences which might be appropriate or modified to meet the needs of Economics.

**Implementation Plan (2<sup>nd</sup> Priority)**

Responsible for approving:	Department
Responsible for resources:	Department
Responsible for implementation:	Department
Timeline:	Dean of Social Sciences to report by the end of academic year 2017/18

Actions Taken	Year Action Started	Year Action Completed
Action #1 Ask the Brock Economics Student Association (BESA) to elect representatives from the Economics, Business Economics, and MBE programs to attend department meetings	2016	2019

**Explanation of Actions Taken, Status and Results:**

From 2016-2019, the department worked with the Brock Economics Student Association (BESA) to formulate rules and procedures for the election of representatives. However, the constant turnover of the executive team at BESA made those efforts fruitless. The department has since, held our own student elections and now have an undergraduate and graduate student representative as of the Fall of 2019. We will continue to hold such elections in future years.

**Recommendation 20**

In future, Departmental Reviews should explicitly solicit student participation in the review process and keep student bodies informed, in a timely manner, of key events pertaining to reviews.

**ARC Disposition of the Recommendation**

ARC considers the recommendation to be accepted. The Committee notes that the IQAP Section 2.7 states that the Self Study shall be prepared "Under the leadership of a Lead Author a committee comprised of faculty, staff and students, in consultation with all faculty, staff and students associated with the program".

**Implementation Plan (3rd Priority)**

Responsible for approving: Department  
 Responsible for resources: Department  
 Responsible for implementation: Department  
 Timeline: Dean of Social Sciences to report by the end of academic year 2018/19

Actions Taken	Year Action Started	Year Action Completed
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<b>Action #1</b> Continue to follow the IQAP regulations by soliciting student input and keeping students informed of the process.		
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**Explanation of Actions Taken, Status and Results:**

No actions at this time, as the recommendation pertains to future reviews.

**Recommendation 21**

The Department should consider having a set number of meetings every term with the proviso that if there are not enough agenda items a meeting may be cancelled. Input should be sought from faculty regarding possible agenda items.

**ARC Disposition of the Recommendation**

ARC considers this recommendation to be accepted and in the process of implementation.

**Implementation Plan (1<sup>st</sup> Priority)**

Responsible for approving: Department  
 Responsible for resources: Department  
 Responsible for implementation: Department  
 Timeline: Dean of Social Sciences to report by the end of academic year 2016/17

Actions Taken	Year Action Started	Year Action Completed
<b>Action #1</b> After experimenting with a schedule of one meeting per month in the Fall term of 2016, the department and chair have set a schedule of two meetings per term	2016	2016
<b>Action #2</b> Solicit members of the department for agenda Items	2016	2016

**Explanation of Actions Taken, Status and Results:**

After experimenting with a target schedule of one meeting per month in the Fall term of 2016, the department proposed and the chair agreed that two scheduled meetings per term is appropriate. More meetings are held if they are required as has occurred, for example, in the Winter term of 2017 to deal with recruiting.

The chair has asked members of the department for agenda items to be included.



**Recommendation 22**

The Department should consider organizing retreats to have free flowing exchange of ideas in an informal setting about priorities, issues and direction of the Department.

**ARC Disposition of the Recommendation**

ARC considers this recommendation to be accepted and in the process of implementation. The Committee believes that the Department is best-positioned to determine strategies to move forward with this recommendation.

**Implementation Plan (1<sup>st</sup> Priority)**

Responsible for approving: Department  
 Responsible for resources: Department  
 Responsible for implementation: Department  
 Timeline: Dean of Social Sciences to report by the end of academic year 2016/17

Actions Taken	Year Action Started	Year Action Completed
Action #1 Organize a department retreat in 2016/17, and plan for more retreats in future years.	2016	2018

**Explanation of Actions Taken, Status and Results:**

The department held a retreat on April 26, 2018 and again on April 26, 2019. We plan to hold annual retreats in future years.

**Recommendation 23**

In future unit reviews, the Department should consider striking a small committee to spear head its effort to produce a self-study and involve the entire department when assimilating input for the draft self-study and bring the draft for further consideration by the department as a whole prior to the adoption of the final version.

**ARC Disposition of the Recommendation**

ARC considers this recommendation to be accepted. Please see also the ARC response to recommendation #20.

**Implementation Plan (1<sup>st</sup> Priority)**

Responsible for approving: Department  
 Responsible for resources: Department

Responsible for implementation:	Department
Timeline:	Dean of Social Sciences to report by the end of academic year 2018/19

Actions Taken	Year Action Started	Year Action Completed
Action #1 Continue to follow the IQAP regulations by involving the whole department and submitting the draft self study for further consideration prior to adopting the final version.		

#### Explanation of Actions Taken, Status and Results:

No actions at this time, as the recommendation pertains to future reviews.

### C. Unit Summative Analysis and Evaluation

1. To what extent has the Unit achieved the improvements suggested by the reviewers?

The Department of Economics completed all actions to implement the recommendations offered by the reviewers in 2016 with the exceptions of recommendations 20 and 23 which pertain to procedures involving future reviews.

2. What overall impact has it had on the Unit's programs?

The Department of Economics was happy to see the Applied Economics Analysis shut-down thereby allowing us to direct resources to better use. We have also received great feedback from Faculty and Students alike regarding the consistency of core courses offered in both Fall and Winter terms, in addition to those offered in the Spring (and occasionally in the summer). The result of these offerings is to allow and accommodate the number of students we have transferring into our programs after their first year. It also allows students to not fall too far behind, should they find our more technical courses difficult, with the frequency of their offerings. The uncertainty removed has contributed greatly to the morale of both the students and faculty members of our programs.

3. Is the Unit adopting a process of continuous quality improvement for its programs?

The Department is continuously looking for ways to improve. We have, for example, a number of core curriculum subcommittees (Micro, Macro, Metrics and Math/Stats) that review their respective streams in our programs. Our plan is to continue our annual

departmental retreat where such subcommittees bring forth recommendations for improvements.

#### 4. How well do the programs now align with Brock University strategic priorities?

Economics embraces the University's strategic priorities. With rigorous courses and comprehensive curriculum, students are prepared for further education as well as for careers in both public and private sectors. Our undergraduate programs have successfully lead students into PhD programs from first-class institutions such as U of Toronto, Western, LSE, Warwick, etc. Our graduate program, the MBE, has produced students who successfully secured fulltime positions with desirable employers such as the Ministry of Transportation, Scotiabank, Watsons Consulting, Competition Bureau, Phenoix Coyotes, etc. Our department reflects the diversity of the students we teach and we actively strive to improve our employment equity plan. We engage in cross disciplinary research having published research with colleagues in Education, Humanities, Sciences, and in Business. Our department and students are active in economic studies dealing with local governments where interdisciplinarity takes place.

#### 5. How does this review and its results position the programs as the Unit moves into the next review cycle?

This review positions the department with a positive outlook for our next review. The elimination of the Applied Economic Analysis Program and the introduction of the 4-year Economics Program with Major complements the other programs currently offered by the Department of Economics nicely. Furthermore, the regular offering of required core courses in the Fall and Winter, as well as our second year required courses offerings in the Spring term provides ample opportunities for students to transfer, catch up, or get ahead in the programs. The curriculum redesign brought about by the Core-streams sub-committees, particularly in econometrics, now offers a broad, current, and extensive coverage of theory and empirical applications of contemporary economics.

### **D. ARC Final Summary**

In final summary of the 2015/16 cyclical academic review of the programs offered by the Department of Economics, ARC has determined the following:

1. The Reviewers' Recommendations have been addressed satisfactorily.
2. The Unit has established a direction for next steps as it prepares for the next review cycle.
3. The Unit has achieved a broad-based, reflective and forward-looking self-assessment.