

Tourism and Environment

(now Tourism Management)

Undergraduate Program Review

Year 2 (2015) - FAR Implementation Report

(reviewed 2012/13)

Preamble:

The Department of Tourism Management has been very proactive in making the beneficial changes arising from the Review. In October 2013 we submitted to ARC an addendum outlining five goals:

- 1) Develop a stream in Tourism Management with the Goodman School of Business
- 2) Collaborate with the Recreation and Leisure Studies Department to allow Tourism students to take their fourth year placement course
- 3) Develop Co-op for the Tourism Management Stream
- 4) Develop a Letter of Intent to change the name of the undergraduate degree to Tourism Management
- 5) Develop a Master's degree in Tourism Management

Of these goals, 1 to 3 are complete, and we are working on 4 and 5.

Recommendation #1

Reposition the unit to have a focus on "sustainability" rather than "environment"

Implementation Plan (First Priority)

Responsible for approving:	Department
Responsible for resources:	Department, Dean of Social Sciences, Dean of Goodman School of Business
Responsible for implementation:	Department
Timeline:	Dean of Social Sciences to report by end of academic year 2013/14

Actions	Responsibility	Year One	Year Two	Year Three
On Target (T), On Hold (H), Delayed (D), Complete (C)				
Action #1 Department to develop new degree stream in Tourism Management	Acting Chair	C		
Action #2				

Department to change name to Department of Tourism Management	Chair	C		
Action #3 Department to change the name of the principal degree to Tourism Management	Chair	T	H	
Action #4 Department to terminate the degree in Tourism and Environment	Chair	T	H	

Comment:

The initial intention of developing our offerings in the area of sustainability were overtaken by changes in the faculty complement. TREN has lost three of its four faculty members from this field [(names withheld)] We do not therefore have the resources to offer a stand-alone program in sustainability. At the same time, sustainability will remain a feature of the Tourism Management program (see Recommendation #2, below).

Comment March 2015: Actions 3 and 4 are on hold pending development and approval of the new degree. As noted in last year's comment, the unit does not have the faculty resources to develop a focus on sustainability, nor is there evidence that such a focus would attract sufficient enrolments. The department is engaged in discussion about the new degree. This was delayed this year because two key members of the unit were on sabbatical. At this writing, the unit is discussing the possibilities and challenges in changing the degree to a BA in Tourism Management, but a final decision will be taken over the summer and the fall when an LOI and proposal for a new degree will be presented to ARC.

Recommendation #2

Refocus the curriculum by establishing a degree in Sustainable Tourism Management.

Implementation Plan (First Priority)

Responsible for approving:	Department, Deans of Social Sciences and Goodman School of Business
Responsible for resources:	Department, Deans of Social Sciences and Goodman School of Business
Responsible for implementation:	Department, Deans of Social Sciences and Goodman School of Business
Timeline:	Dean of Social Sciences to report by end of academic year 2013/14

Actions On Target (T), On Hold (H), Delayed (D), Complete (C)	Responsibility	Year One	Year Two	Year Three
Action #1 Department to develop new degree stream in Tourism Management	Acting Chair	C		
Action #2 Department to change name to Department of Tourism Management	Chair	C		
Action #3 Department to change the name the principal degree to Tourism Management	Chair	T	H	

Comment:

We have established a new Stream in Tourism Management, in collaboration with the Goodman School of Business, for which we have recruited students for a 2014 start. The main focus is on tourism management, but sustainability will be an important aspect reflected in the program.

Comment March 2015: Action 3 on hold pending development and approval of the new degree. This recommendation discusses a degree in Sustainable Tourism Management. TMGT does not have the faculty for such a degree. Many of the courses will emphasize sustainability issues but not sufficiently to name the degree Sustainable Tourism Management. Also see the comments regarding Recommendation #1.

Recommendation #3

Construct and lead a Degree in Sustainability Studies.

Implementation Plan

Recommendation NOT accepted

Comment:

See comments under Recommendation #1, above, re: faculty resources in this area.

Recommendation #4

Develop strategic, operational and marketing/recruitment plans to support the new degrees.

Implementation Plan (First Priority)

Responsible for approving:

Department, Dean of Social Sciences

Responsible for resources:

Department, Dean of Social Sciences

Responsible for implementation:	Department, Dean of Social Sciences
Timeline:	Dean of Social Sciences to report by end of academic year 2013/14

Actions On Target (T), On Hold (H), Delayed (D), Complete (C)	Responsibility	Year One	Year Two	Year Three
Action #1 Department to develop new degree stream in Tourism Management	Acting Chair	C		
Action #2 Department to change name to Department of Tourism Management	Chair	C		
Action #3 Department to change the name the principal degree to Tourism Management	Chair	T	H	
Action #4 Develop a marketing strategy for the new program in Tourism Management	Department	T	H	
Action #5 Recruitment. We will work with Recruitment and Liaison to market our new program to potential students	Department	T	H	

Comment:

These actions are critical for the development of the new Stream in Tourism Management. We have met several times with staff from Recruitment and Liaison and the Co-op office. We have already changed the name of the Department to the Department of Tourism Management, and we are working on changing the name of our undergraduate degree to a degree in Tourism Management.

Comment March 2015: Action 4 is on hold pending development and approval of the new degree. It is impossible to finalize any such plans until the name and details of the new degree are finalized and approved. In the meantime, the new Tourism Management Stream and the Co-op are being actively promoted by the Department.

Recommendation #5

Assume a more active role in Faculty and University governance

Implementation Plan
 Recommendation NOT accepted

Comment:

ARC considered that Recommendation #5 was not accepted because it lay outside the jurisdiction of the Committee and had implications with respect to the Collective Agreement.

Recommendation #6

Develop additional internal governance and collaborative frameworks that engage a broader spectrum of stakeholders.

Implementation Plan (First Priority)

Responsible for approving: Department
 Responsible for resources: Department
 Responsible for implementation: Department
 Timeline: Dean of Social Sciences to report by end of academic year 2013/14

Actions On Target (T), On Hold (H), Delayed (D), Complete (C)	Responsibility	Year One	Year Two	Year Three
Action #1 Department to develop new degree stream in Tourism Management in collaboration with the Goodman School of Business.	Acting Chair	C		
Action #2 Department to offer internships in conjunction with the Department of Recreation and Leisure Studies.	Department	T	C	
Action #3 Articulation agreements. We have already established an agreement with the University of Florida, and we will pursue other agreements	Department	T	C	

Comment:

ARC considered the first part of Recommendation #6 ("develop additional internal governance") not accepted since it lay outside the Committee's jurisdiction and had implications for the Collective Agreement.

With respect to developing collaborative frameworks, etc., we have established a new stream of our degree, in collaboration with the Goodman School of Business, a new co-op program for the Stream in Tourism Management, and new linkages with Recreation and Leisure Studies at Brock and with the Disney Program at the University of Florida (see below).

Comment March 2015: the Department is also engaged in discussions with Canadian University in Dubai and Niagara College with respect to potential new collaborations.

Recommendation #7

Fill the pending retirement by hiring an Assistant Professor in the area of tourism management to support the proposed sustainable tourism management degree.

Implementation Plan

Recommendation NOT accepted

Comment: ARC considers this recommendation to be not accepted as it lies outside of the Committee’s jurisdiction. The Committee expects that the department is best positioned to determine its priorities in terms of faculty resources for the program and will proceed through normal channels of advocacy for these resources.

Recommendation #8

Increase the proportion of courses taught by tenure track faculty members.

Implementation Plan (First Priority)

Responsible for approving: Department
 Responsible for resources: Department
 Responsible for implementation: Department
 Timeline: Dean of Social Sciences to report by end of academic year 2013/14

Actions On Target (T), On Hold (H), Delayed (D), Complete (C)	Responsibility	Year One	Year Two	Year Three
Action #1 Undertake comprehensive curriculum review to review course bank in the context of available instructional	Department	T	D	

resources				
-----------	--	--	--	--

Comment:

We requested a tenure track replacement to replace [name withheld], who has just retired, and [name withheld], who has just transferred to ESRC. We have been informed by the Dean that, given present enrolments, allocating scarce Faculty resources to the unit at this time is not warranted. As part of our transition, we have therefore eliminated several of our environment courses as part of a comprehensive review of our curriculum and course bank.

Comment March 2015: Action 1 delayed because key faculty members are on leave. Also see the comments regarding Recommendation #1. The new degree will be based upon available instructional resources, as well as collaborative arrangements with other units such as is the case with the new stream that relies on student access to courses in the Goodman School of Business.

Recommendation #9

Establish a practicum/co-op supervisor position

Implementation Plan

Recommendation NOT accepted

Comment:

But we have established a co-op program in the Tourism Management stream for our students through the co-op office (see response to #10, below), as well as internship opportunities in co-operation with the Department of Recreation and Leisure Studies.

Recommendation #10

The curriculum for the proposed Tourism Management Degree requires an expanded core, a limited number of structured concentrations, courses offered on a regular basis, and clear articulation with Brock University's competitive advantages.
--

<ul style="list-style-type: none"> a) Expanded core curriculum focused on tourism (introductory course, research course, etc.), management (foundation course offered by TREN, complementary courses offered by Business), and sustainability courses.

<ul style="list-style-type: none"> b) Offer a limited number of patterns/concentrations that are consistently supported by relevant courses.

<ul style="list-style-type: none"> <ul style="list-style-type: none"> i. e.g., sustainable tourism planning and development

<ul style="list-style-type: none"> <ul style="list-style-type: none"> ii. e.g., food and wine tourism (collaboration with CCOVI)
--

<ul style="list-style-type: none"> c) Build on the experiential components of the degree by incorporating:

<ul style="list-style-type: none"> <ul style="list-style-type: none"> i. A co-op, practicum (i.e. credit) or internship component (partner with regional tourism industry)
--

<ul style="list-style-type: none"> <ul style="list-style-type: none"> ii. A modified, less resource intensive international study abroad/exchange experience (e.g. blend of study abroad and exchange).

iii. Regional field based courses/assignments integrated throughout the curriculum,

Implementation Plan (First Priority)

Responsible for approving: Department
 Responsible for resources: Department
 Responsible for implementation: Department
 Timeline: Dean of Social Sciences to report by end of academic year 2013/14

Actions On Target (T), On Hold (H), Delayed (D), Complete (C)	Responsibility	Year One	Year Two	Year Three
Action #1 Department to initiate a comprehensive curriculum review	Department	C		
Action #2 Department to develop new degree stream in Tourism Management in co-operation with the Goodman School of Business, incorporating	Department	C		
Action #3 Department to develop a co-op program in Tourism Management	Department	C		
Action #4 Department to introduce internship opportunities and collaborative practicum with University of Florida	Department	C		

Comment:

With the new stream, we will offer one strong program. We do not currently have the resources, or the demand, to offer multiple patterns or specializations. Other parts of this multi-part recommendation are addressed under "Actions," below.

Recommendation #11

We propose a degree in Sustainability Studies. If a degree is offered, the new unit, the Faculty, and University will have to decide on a path - it probably cannot do both of the options below, though a hybrid third-way might be possible. The assessors offer two options as a start:

a) This degree could grow from the Environmental Sustainability Research Centre. In this case, there would be more of a biophysical focus, though now exclusively so. The core would be comprised of courses drawn from Sustainable Tourism Management, Biological

Sciences, Earth Sciences, Geography and Business. The risk here is that not all units may want to cooperate (though the Centre's existence may lessen that issue) and it could have a tough time competing against similar programs in other Universities. Nonetheless it is a logical fit with the Centre's research mission and would give Sustainable Tourism Management an audience that differs from its own core - but still attract students whose expectations can be met. Dr. [name withheld] is a clear leader here, but since he is mainly doing research, it would probably fall to Drs. [names withheld] to lead any undergraduate degree with this focus.

b) A more conservative approach might be to focus on sustainability within the social dimension. Here is where there would be collaboration mainly with the Economics, Geography, Business, Women's and Gender Studies Communication, Popular Culture and Film, Political Science and Sociology. Drs. [names withheld] could lead this. Dr. [name withheld] is quite capable as well, but she would be best leading in student engagement foci and business linkages.

Implementation Plan

Recommendation NOT accepted

Comment:

See responses to Recommendations 1 and 3, above, in particular.

Recommendation #12

The courses offered by TREN should be made more accessible to students from other programs by minimizing pre-requisites where possible.

Implementation Plan (First Priority)

Responsible for approving: Department
 Responsible for resources: Department
 Responsible for implementation: Department
 Timeline: Dean of Social Sciences to report by end of academic year 2013/14

Actions On Target (T), On Hold (H), Delayed (D), Complete (C)	Responsibility	Year One	Year Two	Year Three
Action #1 Comprehensive curriculum review leading to changes in prerequisites in the Fall 2014 UPC submission	Department	T	C	

--	--	--	--	--

Comment:

We have removed all prerequisites for all upper-year courses homes in TREN/TMGT. Students need to have completed 4, 8 or 12 credits to take second, third or fourth year credits, respectively.

Comment March 2015: The principal objective of Recommendation #12 (that is, the relaxation of pre-requisites to make TREN courses more accessible) has already been achieved, as per last year's comment, thus we consider the recommendation complete.

Recommendation #13

Articulated transfer agreements should be explored with Niagara College and similar institutions elsewhere and abroad (e.g., Caribbean countries)

Implementation Plan (Second Priority)

Responsible for approving: Department, Dean, Provost
 Responsible for resources: Department
 Responsible for implementation: Department
 Timeline: Dean of Social Sciences to report by end of academic year 2013/14

Actions On Target (T), On Hold (H), Delayed (D), Complete (C)	Responsibility	Year One	Year Two	Year Three
Action #1 Department has developed articulation agreement with University of Florida and Disney.	Department	C		
Action #2 Department to pursue potential links with Niagara College and other postsecondary institutions.	Department	H	H	

Comment:

We agree that this is an important direction to explore.

We currently have a small first cohort working and studying at Disney and the University of Florida.

[Name withheld] has been marketing the new Tourism Management Stream in the Caribbean. The Department is involved in ongoing discussions between Brock and Niagara College.

Comment March 2015: Talks are ongoing with Niagara College and the Department has also been approached by Canadian University of Dubai regarding a possible transfer program. Also as per the comments regarding Recommendation #1, once the new degree is finalized and approved other opportunities will be pursued.

Recommendation #14

There is a need to revisit the program's student recruitment strategy

Implementation Plan (First Priority)

Responsible for approving: Department
 Responsible for resources: Department
 Responsible for implementation: Department
 Timeline: Dean of Social Sciences to report by end of academic year 2013/14

Actions On Target (T), On Hold (H), Delayed (D), Complete (C)	Responsibility	Year One	Year Two	Year Three
Action #1 Department to develop new degree stream in Tourism Management	Acting Chair	C		
Action #2 Department to change name to Department of Tourism Management	Chair	C		
Action #3 Department to change the name the principal degree to Tourism Management	Chair	T	H	
Action #4 Develop a marketing strategy for the new program in Tourism Management	Department	T	H	
Action #5 Recruitment. We will work with Recruitment and Liaison to market our new program to potential students	Department	T	H	

Comment:

We have discussed how to market the new program with Recruitment and Liaison, Brock International, Communications, and the Registrar's Office.

Comment March 2015: See the comments regarding recommendation 4. Once the new degree has been finalized specific plans for recruitment will be finalized. It is impossible to develop a comprehensive strategy until the degree to which students are being recruited is absolutely clear.

Recommendation #15

Develop more vehicles and opportunities for student and alumni engagement.

Implementation Plan (Second Priority)

Responsible for approving:	Department
Responsible for resources:	Department
Responsible for implementation:	Department
Timeline:	Dean of Social Sciences to report by end of academic year 2014/15

Comment:

Recommendation not implemented at this time.

On several occasions in the past we have fostered Tourism and Environment student clubs, but these have never persisted past specific cohorts. As student numbers increase with the new stream and degree, we intend to establish a permanent student club.

Recommendation #16

Review the state of academic advising at the Faculty level

Implementation Plan (First Priority)

Responsible for approving:	Dean of Social Sciences
Responsible for resources:	Dean of Social Sciences
Responsible for implementation:	Dean of Social Sciences
Timeline:	Dean of Social Sciences to report by end of academic year 2013/14

Actions On Target (T), On Hold (H), Delayed (D), Complete (C)	Responsibility	Year One	Year Two	Year Three
Action #1 Department to review academic advising arrangements	Department	H	H	

Comment:

Once the program grows we will need an in-house advisor. For now, the program is well supported by Undergraduate Student Affairs Officer in the Office of the Dean of Social Sciences. [Name withheld] is a highly experienced and effective advisor. Note that academic advising arrangements are under review across the university.

Comment March 15: Action 1 is on hold because it is not currently necessary. The students are receiving appropriate and satisfactory advising from the Dean's Office, which is managing the current numbers in the Department. Further review of advising responsibilities is not required until changes in the Department's programs yield an expected increase in enrolments, particularly in the number of majors.

Recommendation #17

The faculty and students need proper dedicated space.

Implementation Plan

Recommendation NOT accepted

Comment:

ARC considers this recommendation to be not accepted as it lies outside of the Committee's jurisdiction.

Recommendation #18

There needs to be support from the University and Faculty to market the new unit and degree(s).

Implementation Plan (First Priority)

Responsible for approving: Department

Responsible for resources: Department

Responsible for implementation: Department

Timeline: Dean of Social Sciences to report by end of academic

year 2013/14

Actions On Target (T), On Hold (H), Delayed (D), Complete (C)	Responsibility	Year One	Year Two	Year Three
Action #1 Develop a marketing strategy for the new program in Tourism Management	Department	T	H	

Comment:

This is very much related to recommendation 14. We have discussed how to market the new program with Recruitment and Liaison, and Brock International, Communications and the Registrar's Office.

Comment March 2015: Action 1 is on hold pending development and approval of the new degree. See comment to Recommendation #1. Again, see response to comments under Recommendations 4 and 14.

Overview:

The Department of Tourism Management is moving rapidly to develop new programs, both undergraduate and graduate, that will form a strong contribution to the University's future. Tourism, hospitality and recreation services are among the priority growth targets envisioned in the Strategic Mandate Agreement Submission, and the new Department of Tourism Management is positioned to contribute substantially to this goal. Tourism is vital to the Niagara economy, and is one of the few sectors in which growth is anticipated.