

# Tourism and Environment

(now Tourism Management)  
(Geography and Tourism Studies, 1 July 2016)  
Undergraduate Program Review  
Year 3 (2016) - FAR Implementation Report  
(reviewed 2012/13)

## Preamble (2014):

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.

## Update March 2016

On November 11, 2015, the Brock University Senate approved the merger of the Department of Tourism Management and the Department of Geography effective July 1<sup>st</sup>, 2016. The merged Department will be called the Department of Geography and Tourism Studies (as approved by the Senate Governance Committee). Subsequent to the merger, the Department of Geography and Tourism Studies will submit a LOI to ARC proposing a new BA in Tourism Studies degree with the following two Streams (1) Tourism Management and (2) Tourism Planning and Development. The development of a Master's degree in Tourism Management has been put on hold. The Geography Department does have an existing Graduate Program. As part of the merger, honours students in Tourism will have the option of taking the internship course currently offered in Geography (re: Item 2, above).

## Recommendation #1

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

### ARC Disposition of the Recommendation

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

### 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
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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	T
Action #4 Department to terminate the degree in Tourism and Environment	Chair	T	H	T

**Comment 2014:** 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.

**Comment March 2016:** On November 11, 2015, Brock University Senate approved the merger of the Department of Tourism Management with the Department of Geography, effective July 1<sup>st</sup>, 2016. The new Department will be called the Department of Geography and Tourism Studies (as approved by the Senate Governance Committee). Action #3 - Following the merger, the Department of Geography and Tourism Studies will submit a Letter of Intent to propose a new BA in Tourism Studies with the following two Streams (1) Tourism Management and (2) Tourism Planning and Development. The stream in Tourism

Management will take advantage of the linkages with the Goodman School of Business, which has increased the number of courses available to Tourism students (submitted to UPC for 2016-17). The Tourism Planning and Development Stream builds on cross-listed courses and other synergies from the merger with Geography. Action # 4 - a Letter of Intent to discontinue the BA Tourism and Environment will be submitted to ARC along with the LOI for the proposed new program.

**Recommendation #2**

<p>Refocus the curriculum by establishing a degree in Sustainable Tourism Management (STM).</p> <p><b>ARC Disposition of the Recommendation</b>                  ARC considers the recommendation to be accepted and in development.</p> <p><b>Implementation Plan (First Priority)</b></p> <p>Responsible for approving: Department, Deans of Social Sciences and Goodman School of Business</p> <p>Responsible for resources: Department, Deans of Social Sciences and Goodman School of Business</p> <p>Responsible for implementation: Department, Deans of Social Sciences and Goodman School of Business</p> <p>Timeline: Dean of Social Sciences to report by end of academic year 2013/14</p>	
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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	T

**Comment 2014:** 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.

**Comment March 2016:** Re: Action #3 - A LOI will be submitted to ARC proposing the principal degree be a BA in Tourism Studies with the following two Streams (1) Tourism Management and (2) Tourism Planning and Development. The central focus of the degree is on sustainability and this will be enhanced with the merger with Geography.

**Recommendation #3**

Construct and lead a Degree in Sustainability Studies.

**ARC Disposition of the Recommendation**

ARC considers the recommendation to be not accepted.

**Implementation Plan**

Recommendation NOT accepted

**Comment 2014:** 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.

**ARC Disposition of the Recommendation**

ARC considers this recommendation to be accepted with respect to the degree in Sustainable Tourism Management.

**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	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 the principal degree to Tourism Management	Chair	T	H	T
Action #4 Develop a marketing strategy for the new program in Tourism Management	Department	T	H	T
Action #5 Recruitment. We will work with Recruitment and Liaison to market our new program to potential students	Department	T	H	T

**Comment 2014:** 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.

**Comment March 2016:** Action #3 - See Preamble Update, March 2016. Action #4: In advance of the merger of the Department of Geography and Tourism Management, a Transition Committee has been set up and has met to develop sub-committees including a marketing committee. The marketing subcommittee will be meeting over the coming months to develop marketing initiatives for the new department. A new administrative position is being developed for the new department and the position will include marketing responsibilities. Action #5: The new marketing subcommittee and new staff person will be developing new marketing initiatives (including a social media strategy) and will work with Recruitment and Liaison to market the new and revised programs within the Department of Geography and Tourism Studies.

#### Recommendation #5

Assume a more active role in Faculty and University governance.

#### 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

**Comment 2014:** 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.

#### ARC Disposition of the Recommendation

ARC considers the recommendation to “develop additional internal governance” to be not accepted as it lies outside of the Committee’s jurisdiction and has implications with respect to the Brock University/Faculty Association Collective Agreement. ARC considers the recommendation to develop “collaborative frameworks that engage a broader spectrum of stakeholders” to be worthy of consideration and expects that the Department is best-positioned to determine strategies to move forward on this issue.

#### 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	Department	T	C	

an agreement with the University of Florida, and we will pursue other agreements				
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**Comment 2014:** 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.

**Comment March 2016:** Re: Action #2 - with the merger with Geography, Honours Tourism students will be able to take the Honours Internship in Geography. Action #3 - the merger with Geography allows for a further exploration of articulation agreements with other institutions that Geography currently is collaborating with which may facilitate tourism related articulation agreements with the same institutions. Niagara College is one such example. A small number of students continue to take part in the Disney program. Negotiations with Dubai are on hold pending the outcome of the restructuring of the Tourism program(s)

### 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.

#### ARC Disposition of the Recommendation

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.

#### Implementation Plan

Recommendation NOT accepted

**Comment 2014:** 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.

**ARC Disposition of the Recommendation**

ARC recognizes that hiring and deployment lie outside of its jurisdiction but also that there is more than one pathway available to address this recommendation. Therefore ARC considers this recommendation to be worthy of consideration and expects that the Department is best-positioned to determine strategies to move forward on this issue. The Committee acknowledges that the Department is exploring all options to address this recommendation, including reviewing the curriculum to better align tenured faculty resources to the delivery of the program.

**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 resources	Department	T	D	C

**Comment 2014:** 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.

**Comment March 2016:** Action #1 - A comprehensive curriculum review has been undertaken as part of the proposed restructuring of the Tourism program(s). In August of 2015 a three-day retreat was held to reevaluate the existing course bank. A content analysis of Tourism Programs from around the world was completed and meetings were held with Geography to incorporate some of their courses into the new Degree program. Given cross-listings with



Geography and contributions from the Goodman School of Business, the new curriculum has been designed in such a way that all required courses and some options can be offered by the full-time faculty complement.

#### Recommendation #9

Establish a practicum/co-op supervisor position.

#### ARC Disposition of the Recommendation

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

#### Implementation Plan

Recommendation NOT accepted

**Comment 2014:** 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.

**Comment March 2016:** With the merger with Geography, Honours Tourism students will be able to take the Honours Internship offered as a cross-listed course in the new department.

#### 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.

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.

b) Offer a limited number of patterns/concentrations that are consistently supported by relevant courses.

i. e.g., sustainable tourism planning and development

ii. e.g., food and wine tourism (collaboration with CCOVI)

c) Build on the experiential components of the degree by incorporating:

i. A co-op, practicum (i.e. credit) or internship component (partner with regional tourism industry)

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.

#### ARC Disposition of the Recommendation

ARC considers the recommendation to conduct a curriculum review to be accepted and in the process of implementation. The Committee recognizes that the Department is best-positioned to determine the overall direction as well as specific components of the program.

#### 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 2014:** 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.

**Comment March 2016:** Re: Action #4, see earlier comments concerning internship opportunities in the new Department of Geography and Tourism Studies. The Florida program continues, as do the outcomes of action items 1, 2, and 3.

### 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.

**ARC Disposition of the Recommendation**

ARC considers this recommendation to be not accepted.

**Implementation Plan**

Recommendation NOT accepted

**Comment 2014:** 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.

**ARC Disposition of the Recommendation**

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

**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	
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**Comment 2014:** 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/TMGT 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).

#### ARC Disposition of the Recommendation

ARC considers the recommendation to explore articulation agreements to be accepted and in the process of development.

#### 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	Responsibility	Year One	Year Two	Year Three
On Target (T), On Hold (H), Delayed (D), Complete (C)				
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	T

**Comment 2014:** 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.

**Comment March 2016:** A small number of students continue to participate in the Disney program. With the merger with Geography there will be additional opportunities to pursue linkages with Niagara College. Geography already has links with Niagara College in the area of Geomatics and we would like to enhance the linkages with their Tourism Program. A first meeting has taken place of those conducting research on tourism in Niagara and this involved faculty members from Brock University and Niagara College. This network will enhance the possibilities of stronger connections including articulation agreements with Niagara College. Recruitment and Brock International Services have been actively promoting the Tourism program abroad.

**Recommendation #14**

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

**ARC Disposition of the Recommendation**

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

**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	T
Action #4 Develop a marketing strategy for the new program in Tourism Management	Department	T	H	T
Action #5 Recruitment. We will work with Recruitment and Liaison to market our new program to potential students	Department	T	H	T

**Comment 2014:** 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.

**Comment March 2016:** See responses to Recommendation #4, above. Brock International is also promoting the Tourism program abroad.

#### Recommendation #15

Develop more vehicles and opportunities for student and alumni engagement.

##### ARC Disposition of the Recommendation

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

##### 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 2014:** 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.

**Comment March 2016:** The Department of Geography has an active student society and Tourism students will be invited to join. Responsibilities of the new Administrative position

in the merged department will include strengthening links with current students (via student advising) and with alumni (via communications).

**Recommendation #16**

Review the state of academic advising at the Faculty level.

**ARC Disposition of the Recommendation**

ARC considers this recommendation to be accepted.

**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	T

**Comment 2014:** 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.

**Comment March 2016:** The new merged Department is seeking approval to advertise for a new staff position, the principal responsibility of which will be academic advising for all Geography and Tourism students.

**Recommendation #17**

The faculty and students need proper dedicated space.

**ARC Disposition of the Recommendation**

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

**Implementation Plan**

Recommendation NOT accepted

**Comment 2014:** 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).

**ARC Disposition of the Recommendation**

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

**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	T

**Comment 2014:** 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.



**Comment March 2016:** See comments under Recommendations 4 and 14.

**Overview 2014:**

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.

**Overview Comment 2016:**

On November 11, 2015, the Brock University Senate approved the merger of the Department of Tourism Management and the Department of Geography to create a new Department of Geography and Tourism Studies, effective July 1<sup>st</sup>, 2016. Meanwhile the Tourism faculty have been working hard, in conjunction with the Chair of Geography and with the Office of the Dean of Social Sciences, to replace the degree in Tourism and Environment (which is no longer sustainable) with a new degree program in Tourism Studies that will a) surmount the bureaucratic roadblocks of the IQAP process and b) much more importantly attract students and fulfill a societal need for educated employees in tourism and related industries in Canada and elsewhere.