

YORK UNIVERSITY

**Final Assessment Report – Executive
Summary**

Master of Marketing (MMKG)

Master of Real Estate and Infrastructure (MREI)

Schulich School of Business

Cyclical Program Review – 2015 to 2021

This Final Assessment Report (FAR) provides a synthesis of the cyclical review of the programs listed below.

Program(s) Reviewed:

Master of Marketing (MMKG)
Master of Real Estate Infrastructure (MREI)

Reviewers appointed by the Vice-Provost Academic:

External:

1. Dr. Richard K. Green, Director and Chair of the USC Luck Center for Real Estate, Sol Price School of Public Policy, USC and the Marshall School of Business, Los Angeles, California, USA
2. Dr. Leighann C. Neilson, Academic Director, Graduate Research Programs and Associate Professor of Marketing, Sprott School of Business, Carleton University, Ottawa, Ontario, Canada

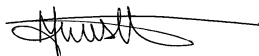
Internal:

1. Professor Joanne Magee, Undergraduate Program Director, School of Public Policy Administration and the Coordinator of Income Tax Law Courses for the School of Administrative Studies, Faculty of Liberal Arts and Professional Studies, York University

Cyclical Program Review Key Milestones:

- Cyclical Program Review launch: September 15, 2021
- Self-study submitted to Vice-Provost Academic: September 20, 2023
- Date of the Site Visit: October 30 – November 2, 2023
- Review Report received: April 2, 2024
- Program Response received: September 9, 2024
- Dean's Response received: September 9, 2024

Implementation Plan and FAR confirmed by Joint Sub-Committee on Quality Assurance, November 2024



Submitted by Marcia Annisette, Vice-Provost Academic, York University

This review was conducted under the York University Quality Assurance Protocol, August 2020.

SITE VISIT: October 30 – November 2, 2023

The Schulich School of Business offers one undergraduate program and numerous graduate programs. The external reviews were organized around four groups of programs: Accounting and Finance, General Business Administration, Marketing and Real Estate, and Operations Management and Information Systems.

The virtual site visits for all program groups were organized over a five-day period from October 30 to November 2, 2023.

All of the reviewers for the Schulich groups met first with Marcia Annisette, Vice-Provost Academic and Alice MacLauchlan, Vice-Provost and Dean of Graduate Studies, followed by a meeting with the Dean of the Schulich School of Business, Detlev Zwick and then the Schulich Associate Deans, Kevin Tasa, Associate Dean, Academic; Kiridaran Kanagaretnam, Associate Dean, Students; Eileen Fischer, Associate Dean, Research; Theodore Noseworthy, Associate Dean, External Relations and Ashwin Joshi, Associate Dean, Programs. The reviewers from all programs also met with librarians, including Sarah Coysh, Associate Dean Digital Engagement and Strategy, Angie Liann, Schulich's Associate Librarian, Teaching and Learning. A meeting was also held with Schulich Administrative staff from the Office of Student Services and International Relations, the Centre for Career Design, the Professional Development and Experiential Education Office, the office of Information Services and Technology and the Office of the Associate Dean Academic.

The reviewers also met with the following individuals: Grant Packard, Graduate Program Director, Master of Marketing (MM) and Jim Clayton, Graduate Program Director, Master of Real Estate and Infrastructure (MREI).

A meeting was held with one full-time faculty member and with a group of part-time instructors in both programs. The reviewers met with a small group of students (3) and received comments from 1 via email as well.

OUTCOME:

The Joint Sub-Committee on Quality Assurance received the Program and Decanal responses to the recommendations and has approved an implementation plan.

A report on the progress of the initiatives undertaken in response to recommendations in general and as specified in the implementation plan will be provided in the Follow-up Report which will be due in June 2026, 18 months after the review of this report by the York University Joint Sub-Committee on Quality Assurance

The next Cyclical Program Review will begin in the Fall of 2029 with a site visit expected in the Fall of 2030 or Winter of 2031.

PROGRAM DESCRIPTION

The Schulich School of Business offers a large and growing portfolio of degree programs at all three degree levels. These programs include the BBA, the MBA (offered in Canada and in India), the Kellogg-Schulich EMBA, eight Master's degrees, eleven stand-alone diplomas, and a PhD program with specializations in seven disciplines.

The Master's programs are designed for people who wish to obtain professional qualifications. Some of these unique and innovative programs at the Master's level were among the first of their kind in the world (e.g., Real Estate & Infrastructure, Master of Management in Artificial Intelligence).

The Bachelor of Business Administration (BBA) degree program is a very important part of the School's mandate, attracting only the most highly qualified students.

The Marketing and Real Estate review group included the Master of Real Estate and Infrastructure (MREI) and the Master of Marketing (MMkg) programs.

The Master of Real Estate & Infrastructure (MREI) is a one-year, three-term program providing foundational technical expertise, applied experiential learning, critical thinking skills and leadership development focused on the built environment (aka "cities"). It is the only graduate program in Canada, and one of only a few globally, that combines courses in both real estate and infrastructure. The MREI program began in 2017 and was designed to build upon the quality and reputation of the Schulich MBA specialization in Real Estate and Infrastructure, which was established in 1991. With regard to the MREI, the review report included the following observation, "The curriculum for the Master's Degree (MREI) is quite innovative, in that it spends a large amount of time on both infrastructure and sustainability. This allows the program to stand out from its competitors and will produce students who know important material that many of their peers will not". The Report also reflected on the importance of balancing the mix of full-time faculty with part-time instructors.

The MMKG program was initiated in 2019. It is an intensive 12-month full-time program designed to prepare graduates for professional careers in marketing. The objective of the program is to provide students with the critical analysis and decision-making skills required of marketers today. Students learn state-of-the-art theory and method in marketing and research. Graduates of the program are qualified for meaningful positions in private, public, and non-profit organizations and are equipped to take on marketing leadership roles in the future. The program has seen strong demand since its inception in 2019, with the most applicants annually among all specialized one-year master's program at the School.

RECOMMENDATIONS: MASTER OF MARKETING (MMKG)

Recommendation 1:

Since you have recently reduced the number of credit hours required, I am somewhat hesitant to suggest adding back more material. However, I think a course in Personal Sales and/or Sales Management would complement the focus on Marketing Communications/Promotion. For those students seeking a career 'pivot', my experience is that entry level positions in Sales are typically available, even in poor economic conditions, and that you have an opportunity here to help your students to then move quickly up the Sales ranks.

Recommendation 2:

Continue to invest in group work skills. There might be a need for some cross-cultural communication training, to ease what appeared to be tensions between domestic and international student group members. I also wonder if there is a way of helping international students learn what will be expected of them, prior to the start of the program. It wasn't clear to me whether this was part of your Orientation package or not.

Recommendation 3:

As with the suggestion for the REI program, in future reviews being able to talk with current students would be important. As you graduate students, having access either to alumni or to placement reports would allow the reviewer to comment on the effectiveness of the program in preparing students for the marketplace. We also did not get a good sense of library resources that could be used to support the MMKG program (e.g., access to case studies?) This should be considered for future reviews.

[Note: This recommendation refers to planning for the next CPR and will be addressed in that review cycle.]

The VPA's Office followed up with the reviewers to learn more about why they were unable to assess the library resources for both the MMKG and MREI, despite receiving a library statement and having a meeting with the relevant librarian. The reviewers offered the following comment:

"Notwithstanding the library statement, which was provided as well as the meeting with librarians, the reviewers were not provided with sufficient information to make an assessment when they actually spoke with faculty and student."

They also offered the following two suggestions for future reviews:

“Faculty and students should be encouraged to comment on their library use in the meetings. The meetings with librarians should not be joint meetings with a variety of Schulich programs.”

These suggestions will be addressed in the next review cycle.]

RECOMMENDATIONS: MASTER OF REAL ESTATE AND INFRASTRUCTURE (MREI)

Recommendation 4:

I think it is difficult for a graduate program in real estate to survive on its own. At any point we have about 500 students studying real estate at the undergraduate level and about 50 at the graduate level. The undergraduate program allows us to have a sufficiently large faculty (currently 8 and attempting to grow to 10) to allow for variety and quality control in teaching.

Recommendation 5:

Build research resources. Research active faculty stay more aware of the most current conditions in real estate markets. Even the best adjuncts can come to rely too much on teaching how things used to be. To give one example, capital markets are much more important to real estate now than they were 35 years ago. Those doing research in real estate finance will know this and know how the market has evolved.

Recommendation 6:

In future reviews, have more student involvement. The three previous departmental reviews I have done have had far more student involvement.

[Note: This recommendation refers to planning for the next CPR and will be addressed in that review cycle.]

IMPLEMENTATION PLAN

The chart below lays out the implementation plan approved by the Joint Sub-Committee at its meeting in November 2024.

	Recommendation	Action	Responsible for Follow-up	Timeline
1	That the MMKG program consider adding a course in Personal Sales and/or Sales Management.	The program offers such a course and will continue to offer a personal sales and/or sales management course.	Program Director	Ongoing
2	That the MMKG program continue to invest in cross-cultural communication training for group work.	The orientation includes about 30 minutes on this topic. The program will consult with the Orientation team to enhance robustness in this session moving forward.	Program Director with Student Services and International Relations, along with course director of Professional Development Hive 1.	Fall 2024 Orientation and ongoing
3	That future reviews of the MMKG include more student involvement and information on available library resources.	That the School and program engage with students and the university libraries to ensure participation in the next external review.	Program Director, Dean's Office	Next review to launch in Fall of 2029 with a site visit expected in the Fall of 2030 or Winter of 2031.
4	That the School consider developing	An undergraduate program is not feasible at this time. The program will	n/a	n/a

	an undergraduate program in Real Estate and Infrastructure to allow for variety and quality control in teaching.	continue to offer some courses in the undergraduate program.		
5	That the MREI Program add more full-time research active faculty.	That the School explore options for the addition of full-time tenure-track faculty to the Real Estate and Infrastructure area at Schulich, which would serve not only the MREI but also the MBA program.	Program Director, Dean, Associate Dean Academic	Ongoing monitoring of budgetary pressures that impact the hiring of faculty complement.
6	That future reviews of the MREI include more student involvement.	That the School and program engage with students to ensure participation in the next external review.	Program Director, Dean's Office	Next review to launch in Fall of 2029 with a site visit expected in the Fall of 2030 or Winter of 2031.