

York University
Faculty of Liberal Arts and Professional Studies

**Proposal for the Creation of a
Minor Program in
Human Resource Management
in the School of Human Resource Management**

Prepared by Christa Wilkin
Chair, Curriculum Committee

Submitted: December, 2015

1. Introduction

The School of Human Resource Management (hereinafter called SHRM) proposes to create a minor program in Human Resource Management (HRM) to commence in the F/W 2016-17 academic year.

SHRM was established in 2009 as a unit within the Faculty of Liberal Arts and Professional Studies. The Bachelor of Human Resource Management (BHRM) and the Master of Human Resource Management (MHRM) degrees were previously administered through the School of Administrative Studies, with HRM as one concentration. The BHRM degree was launched in 2001, the MHRM in 2004, and the PhD in HRM in 2006. SHRM boasts one of the largest teams of faculty working in HRM-related areas in a single unit in Canada (13 full-time and 4 cross-appointed faculty members as of July 1, 2015). SHRM's full-time faculty have Ph.D degrees in subjects ranging from psychology, business, HRM, law, organizational behaviour, and industrial relations, creating a truly inter-disciplinary academic program and environment.

SHRM is a national leader in the development of courses and programs in HRM-related subject areas, including courses in introductory HRM; occupational health and safety; training and development; employment and labour law; industrial relations; human resource planning; leadership and management skills; employment equity and diversity; recruitment, selection, and performance; compensation; organizational behavior and development; international HRM; and negotiations. The courses are unique, varied and relevant to individuals who are pursuing careers in business, management, HRM, or industrial relations, or considering further studies in business, psychology, industrial relations, law or other related areas.

Many management positions require knowledge or expertise in subject areas falling within SHRM's fields of expertise. A minor in HRM will permit York students from other units to have exposure to these key areas and acquire important fundamental knowledge of the field. It will make students more marketable to employers. For students interested in a career in HRM-related areas, completion of the courses that comprise the minor will satisfy the requirements for the leading professional designation in HRM, the Certified Human Resource Professional (CHRP).

2. General Objectives of the Program

The objectives of the minor program in HRM are to provide a broad range of students coming from a number of departments, programs and faculties with core knowledge of HRM scholarship. Students will gain fundamental knowledge of subject matter falling within SHRM's expertise, learn about diversity and inclusion issues, which are relevant to Canada as a whole, and to an increasingly global world, and gain an understanding of legal and relational environments of workplaces, particularly in Ontario. Students who pursue a minor in HRM will also graduate with the required courses to seek accreditation to obtain the CHRP designation. The minor program will provide the skill set required by students who aspire to pursue graduate degrees in HRM-related fields and those seeking HRM knowledge in their workplace settings.

The minor program in HRM complements the general objectives of the University and Faculty missions and academic plans through increased access, learning in a globalized environment, innovative and dynamic curriculum, multi-disciplinary learning and scholarship, and critical intellect.

The implementation of such a program is also consistent with our IIRP institutional objectives in the area of high quality academic programs to enhance the quality of our academic program and potentially help to mitigate declining enrolment by attracting students who wish to major in other programs, yet have an interest in human resources as a minor.

Students who take the courses in the minor program in HRM will increase their understanding of scientific methods used in HR to reduce bias, how to operate in a fair manner that adheres to legislation, and adding value to organizations through a strategic partnership.

3. Need and Demand

The BHRM has grown significantly since its inception in 2001 when there were 161 students in the program; by 2013 there were over 800 enrolled. SHRM has the advantage that our programs are well known in both Canada and abroad. While other universities may have similar degrees, SHRM offers the most comprehensive variety in course offerings. Our direct competitors are the provincial universities (e.g., McMaster, University of Toronto, Queen's University, Ryerson University, etc.) with programs in HRM and industrial relations, and to a lesser extent, the various colleges (e.g., Seneca, Sheridan, George Brown and so forth) that offer degree and certificate programs.

Similar programs that cover some HRM aspects are offered in other areas of the university, but what distinguishes SHRM is that it is a Canadian leader in the development of courses in human resources, taking an innovative and incisive approach in a fresh and dynamic learning environment. We are striving to develop a reputation for programs and curricula pertinent to the dynamic challenges of a globalized environment in a way that will enhance our reputation among, and responsiveness to, the needs of our various stakeholders. It is our intent to be known as a state-of-the-art, twenty-first century School of HRM with a global reputation for quality and relevance.

We currently offer a professional certificate in Human Resources Management, which students can take concurrently or consecutively, but students often need to take an extra semester to complete the certificate. A minor program will give students more flexibility and enable them to graduate in a more timely fashion.

Given the popularity and demand of these programs, we anticipate that more educational institutions will be developing and expanding HRM-related offerings in the near future. SHRM faculty are constantly scanning the market for opportunities and we believe that the future viability of our programs rests on pedagogical delivery quality, continuous improvements to course content and offerings, cutting edge and relevant research, and internationalization efforts in reaching students and faculty audiences abroad.

The need for a minor program in HRM is consistent with labour market opportunities. According to Service Canada¹, the prospects for HRM positions are good and there is a high demand for HRM specialists. The outlook for HRM graduates is bright, despite the significant increase in the number of graduates between 2001 and 2009 from 20% to 60%. Service Canada concludes that the labour market demand for HRM graduates is stronger than that for bachelor graduates as a whole, with more opportunities to become available in the future due to changes in legislation and the importance of training. There has been a sharp increase in the number of HRM specialists over the past few years due to growing global competition, increased labour market complexity, and employee productivity requirements. HRM professionals are employed in various industries, with just less than one-third in public administration, but are concentrated in large companies. Given the increased need for fundamental HRM knowledge, and disconnect between HRM research and practice of HRM in organizations, there is a high demand from organizations and interest from students to obtain a minor in HRM.

The plan to develop a minor program in HRM was well received by the reviewers of our recent Cyclical Program Review, who were delighted to hear about our proposed curriculum changes.

¹ http://www.servicecanada.gc.ca/eng/qc/job_futures/statistics/1121.shtml

4. Program Content and Curriculum

4.1 Program Description

The proposed minor program in HRM is composed of existing courses that are consistently offered on a yearly basis, and when combined provide a pedagogic progression of knowledge from second through fourth year, although a student could easily complete the minor in two years.

4.2 Required Courses

The minor in HRM comprises at least 30 credits including the following required courses (30 credits):

AP/ADMS 1000 3.00 Introduction to Administrative Studies²

This course provides an overview of the context within which modern organizations operate. The course will examine the development of organizational and managerial theories. A number of contemporary issues and the organizational responses will be discussed.

AP/ADMS 1500 3.00 An Introduction to Accounting: The Analysis and Use of Financial Information

An introduction to accounting covering basic concepts in financial accounting, managerial accounting and finance and their interrelationships.

AP/ADMS 2400 3.00 Introduction to Organizational Behaviour³

Introduces concepts of individual and group behaviour as they affect performance in organizations. Topics covered include motivation, communication, decision-making, leadership and structural issues. Lectures and case discussions are employed to develop theoretical models and illustrate their use.

AP/HRM 2600 3.00 Human Resources Management (Crosslisted to: AP/ADMS 2600 3.00)

This course examines a number of issues in Canadian human resources management including: human resources planning, recruitment, selection, performance appraisal, industrial relations, and training and development.

AP/HRM 3400 3.00 Occupational Health and Safety (Crosslisted to: AP/ADMS 3400 3.00, HH/HLST 3240 3.00)

Covers federal and provincial occupational health and safety legislation, hazard identification and control, physical agents, chemical agents, socio-psychological aspects of health and the management of safety programs.

AP/HRM 3410 3.00 Training and Development (Crosslisted to: AP/ADMS 3410 3.00)

Covers the corporate training process of needs analysis, objective setting, programme design, adult education, equity in training, methods and evaluation, as well as alternatives to training and the role of stakeholder.

² Prerequisite for HRM 2600, HRM 3400, HRM 3410

³ Prerequisite for HRM 3410 and HRM 3422

AP/HRM 3422 3.00 Industrial Relations (Crosslisted to: AP/ADMS 3422 3.00)

This course examines the history of unions, the nature of the industrial relations systems including the legal framework, the social psychological climate, contract negotiation and administration. Ideologies and trends are discussed.

AP/HRM 3430 3.00 Human Resources Planning (Crosslisted to: AP/ADMS 3430 3.00)

This course provides students with an understanding of the personnel planning process, the qualitative and quantitative techniques used in forecasting personnel requirements, and feasible solutions to shortages or surpluses.

AP/HRM 3470 3.00 Recruitment, Selection and Performance Appraisal of Personnel (Crosslisted to: AP/ADMS 3470 3.00)

This course enables the student to identify the appropriate recruiting methods for locating and attracting different types of candidates, explains the key steps in the selection process, evaluates the validity of various selection techniques and describes various performance appraisal methods.

AP/HRM 3490 3.00 Compensation (Crosslisted to: AP/ADMS 3490 3.00)

This course provides the student with an understanding of the objectives of a compensation program; the process and techniques of wage and salary determination; issues and problems in incentive systems, benefits and services and the management of these programs.

4.3 Class Sizes

In SHRM, second-year courses (e.g., HRM 2600) are capped at 150 students per section and third year level courses (e.g., HRM 3410) are capped at 80 students per section. Enrollment in ADMS 1000 (Introduction to Administrative Studies) ranges between 70 to 125, enrollment in 1500 (Introduction to Accounting) is between 125 to 150, and ADMS 2400 (Introduction to Organizational Behaviour) is capped at 100.

4.4 Program Requirements (see Appendix 1)

5. Program Structure, Learning Outcomes and Assessment

The minor consists of core requirements of introductory courses to administrative studies, accounting, organizational behaviour, and human resource management, combined with a set of core courses at the third year. Traditional face-to-face class and fully online/blended courses are available for students to learn at their own pace or tailor the academic year that best suits them, which gives students the flexibility to complete the minor program.

See Appendix 2 for degree-level expectations, program learning objectives, and the appropriate degree requirements and assessments.

6. Admission Requirements

Students must have completed 30 University credits or the equivalent and maintain honours standing for major/minor combinations.

7. Resources

This minor will require no new resources. All of the required courses are offered on a yearly basis, normally with full-time faculty, and on occasion by CLAs and contract faculty.

7.1 Areas of Strength and Expertise of the Faculty

As of July 1, 2015, SHRM has 13 full-time faculty members from diverse academic backgrounds, including two contractually limited appointment lecturers, plus four faculty members who are cross-listed. All full-time faculty members have PhDs in management, business, organizational behavior, psychology, law or other relevant field and are active researchers. SHRM also utilizes part-time faculty members, many of whom have at least a Master's or law degree and are active professionals. A summary of our full-time faculty members is provided in Table 1.

Table 1 – Listing of Faculty

Faculty Name & Rank	Home Unit	Area(s) of Specialization
Marie Helene Budworth, Associate Professor	SHRM	HRM
Christopher Chan, Associate Professor	SHRM	HRM
Sabrina Deutsch Salamon, Associate Professor	SAS	Management
David Doorey, Associate Professor	SHRM	Law, Industrial Relations
Mary Jo Ducharme, Associate Professor	SHRM	HRM
Souha Ezzedeem, Associate Professor	SHRM	HRM
Len Karakowsky, Full Professor	SAS	HRM
Soosan Latham, Sessional Assistant Professor	SHRM	HRM
Ken McBey, Full Professor	SHRM	HRM
Steve McKenna, Full Professor	SHRM	HRM
Mark Podolsky, Sessional Assistant Professor	SHRM	HRM
Julia Richardson, Associate Professor	SAS	HRM/Management
Amanda Shantz, Assistant Professor	SHRM	HRM
Parbudyal Singh, Full Professor	SHRM	HRM
Jing Wang, Associate Professor	SHRM	HRM
Christa Wilkin, Assistant Professor	SHRM	HRM
Jelena Zikic, Associate Professor	SHRM	HRM

The School of Human Resource Management enjoys several strengths, including:

- ⇒ **Energy of the faculty body:** The SHRM includes a significant proportion of highly prolific faculty in terms of scholarly output and research funding success. SHRM professors have been recognized for excellence in teaching at both the unit and the faculty levels.
- ⇒ **Quantity and Quality of research publications:** Without exception, all faculty members of SHRM are actively involved in research, publishing in respected journals, and presenting at leading conferences in Canada and globally. Of special significance, the full-time faculty in SHRM have published more than 100 refereed journal articles over the past five years which gives SHRM the highest per capita publication ratio.
- ⇒ **Breadth and diversity of research:** The areas of research of SHRM faculty indicate an impressive diversity and are undertaken within the range of ontological, epistemological, and methodological perspectives. We have full-time faculty expertise in all areas of HRM specialization, including but not limited to: career management, compensation, corporate social responsibility, critical management studies, gender and diversity, global HRM, organizational psychology, industrial relations, labour and employment law, labour economics, legal

governance theory, recruitment and selection, strategic HRM, training and development, and work-nonwork issues.

- ⇒ **A national leader in HRM programs:** As noted previously, SHRM is a national leader in developing courses and programs in HRM-related subject areas.

7.2 Anticipated Role of Retired Faculty and Contract Instructors

As of 2014, the majority of the sections of courses that would be included in the minor were taught by full-time faculty members. Retired and contract faculty will play a minor role in the program.

7.3 Capacity for Supervision of Experiential Learning Opportunities

The School believes in the value of experiential education within the classroom and will continue its commitment to experiential education projects, experiential teaching pedagogies, and case competitions. Most of the courses that we offer have some aspect of experiential education.

Faculty members utilize a variety of innovations in the content and delivery of the program, such as:

- Integrating experiential learning, which requires teams of students to diagnose an issue in a real life organizations and recommending evidence based solutions.
- Using case studies to illustrate class concepts and issues.
- Using structured class debates and discussions around controversial issues to engage students intellectually and effectively.
- Using social networking sites such as LinkedIn, Twitter, and Facebook to engage students in different forms of learning.
- Utilizing corporate training games that weave into various course-related themes.
- Utilizing technology in the classroom, including through blogs, wiki pages, smart phone apps, and Second Life virtual simulations

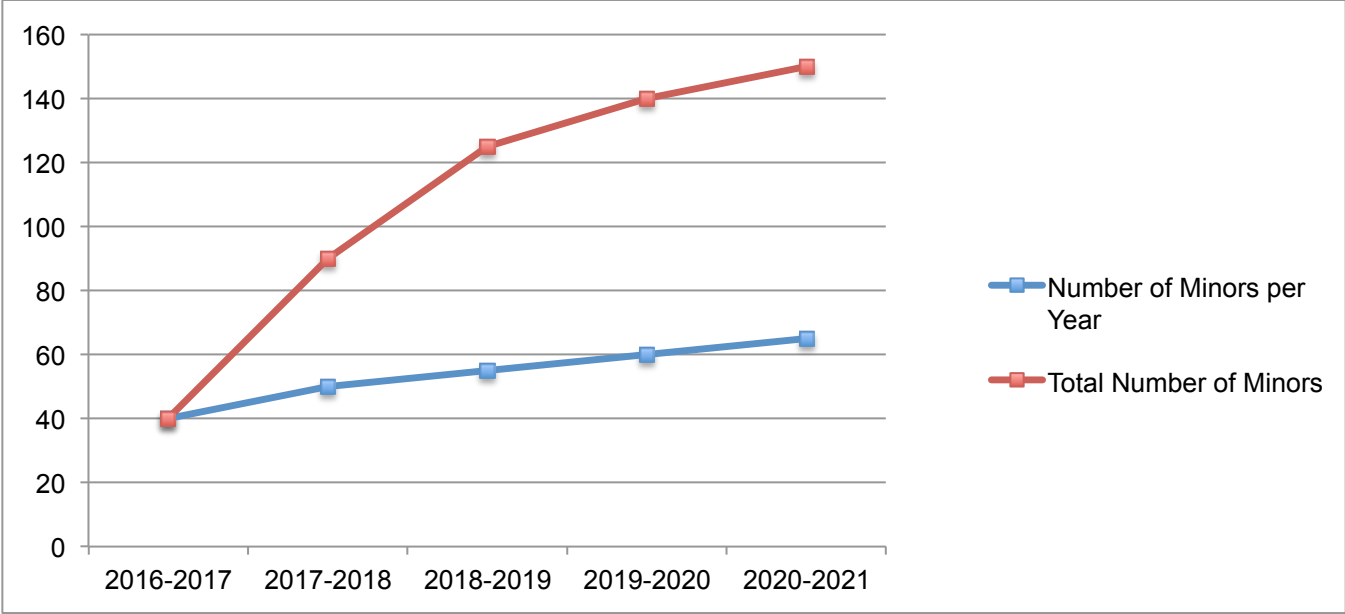
8. Enrolment Projections

Based on current interest and the number of minors, we project an initial enrollment of 40 to 50 students per year starting F/W 2016-17 and steadily increasing to total minor program enrolments of 150 students by F/W 2020-21 (see Figure 1).

9. Support Statements

Please see the appended letters of support.

Figure 1 – Enrolment Projections



Appendix 1 – Undergraduate Calendar Copy

School of Human Resource Management

Minor in Human Resource Management

The Minor program described may be combined with any approved program that offers a major/minor option in the Faculties of Environmental Studies, Health, Liberal Arts and Professional Studies, Science, the School of the Arts, Media, Performance & Design, or the Lassonde School Engineering. For further details on requirements, refer to the listings for specific programs that may be pursued jointly with other Faculties.

Entry requirements:

Students must have completed 30 University credits or the equivalent and maintain honours standing for major/minor combinations.

Minor credits: 30 credits including:

- AP/ADMS 1000 3.00
- AP/ADMS 1500 3.00
- AP/ADMS 2400 3.00
- AP/HRM 2600 3.00
- AP/HRM 3400 3.00
- AP/HRM 3410 3.00
- AP/HRM 3422 3.00
- AP/HRM 3430 3.00
- AP/HRM 3470 3.00
- AP/HRM 3490 3.00

To graduate with a minor in human resource management, students must satisfy degree and program requirements.

Appendix 2 - HRM Degree-Level Expectations for Minor Program

	a) Degree-Level Expectation <i>This degree is awarded to students who have demonstrated the following:</i>	b) Program Learning Objectives (with assessment embedded in outcomes) <i>By the end of this program, students will be able to:</i>	c) Appropriate Degree Requirement & Assessment <i>Align courses and assessment methods/activities with the program learning objectives.</i>
1. Depth and Breadth of Knowledge	<p>General knowledge and understanding of the theory, assumptions, and methodologies that inform the study of HRM; this includes knowledge of the foundational disciplines upon which HRM has been developed.</p> <p>An understanding of the interdisciplinary nature of the field and how to critically think about HRM issues from a range of perspectives.</p> <p>Critical thinking and analytical skills both within and outside of HRM.</p>	<p>Understand the practice of HRM as rooted in theoretical knowledge and scientific principles.</p> <p>Use theory to understand why people behave the way they do in the context of work and the implications of organizational policies on individual workers, teamwork and the overall organization.</p> <p>Articulate both in writing and verbally the fundamental approaches to managing people at work</p> <p>Demonstrate knowledge of the 'leading edge' evidence based practices within HRM and, again, link these practices to a theoretical understanding of the relationship between individuals and work</p>	<p>AP/HRM 2600 3.00 Human Resources Management – midterm and final exam where students have to demonstrate a broad understanding of the scope of the field</p> <p>AP/HRM 3422 3.00 Industrial Relations – midterm and final connecting HRM to issues in policy, politics, and law</p> <p>AP/HRM 3490 3.00 Compensation – applied project connecting the practice of HRM to the theory of HRM</p> <p>AP/HRM 3470 3.00 Recruitment, Selection and Performance Appraisal of Personnel – applied projects that encourage students to gain an awareness of the connection between individuals and the work in which they are involved</p>

	a) Degree-Level Expectation <i>This degree is awarded to students who have demonstrated the following:</i>	b) Program Learning Objectives (with assessment embedded in outcomes) <i>By the end of this program, students will be able to:</i>	c) Appropriate Degree Requirement & Assessment <i>Align courses and assessment methods/activities with the program learning objectives.</i>
2. Knowledge of Methodologies	<p>A clear understanding of the methods and approaches used to evaluate and interpret knowledge within HRM.</p> <p>An understanding of the variety of ways in which knowledge is tested in HRM and the assumptions that underlie these approaches.</p> <p>The ability to evaluate and discriminate between various HRM techniques and present clear arguments supporting the application to HRM practice</p>	<p>Establish a clear step by step method for the evaluation of HRM</p> <p>Use HRM methods to evaluate HRM practices as described in cases or by various course materials; be able to apply these skills to 'live' examples within organizational contexts</p> <p>Be able to read and consume HRM research literature in order to serve as a bridge between the science of HRM and the practice within the field</p>	<p>AP/HRM 3470 3.00 Recruitment, Selection and Performance Appraisal of Personnel – midterm, final exam, and experiential activities within the class; students learn and practice skills related to the analysis and evaluation of HRM issues</p> <p>AP/HRM 3430 3.00 Human Resources Planning – through analysis of cases students link HRM practices to large scale outcomes that affect groups and organizations</p> <p>AP/HRM 3490 3.00 Compensation – students use quantitative and qualitative research methods to “audit” HRM/compensation practices in organizations and make recommendations for change</p>

	a) Degree-Level Expectation <i>This degree is awarded to students who have demonstrated the following:</i>	b) Program Learning Objectives (with assessment embedded in outcomes) <i>By the end of this program, students will be able to:</i>	c) Appropriate Degree Requirement & Assessment <i>Align courses and assessment methods/activities with the program learning objectives.</i>
3. Application of Knowledge	<p>Apply the concepts and ideas learned in class to 'real world' situations in HRM</p> <p>Link the application to theoretical concepts that underlie the discipline</p> <p>Link HRM to other organizational functions and strategies.</p> <p>Be critical consumers of HRM able to distinguish between a practice rooted in 'science' and a fad</p>	<p>Clearly differentiate between HRM practices that are informed by the science of HRM and those that are not; make decisions regarding the application of HRM practices informed by knowledge of theory and methods of evaluation</p> <p>Logically articulate both in writing and orally how to critically evaluate and assess HRM practices</p>	<p>AP/HRM 3410 3.00 Training and Development & AP/HRM 3470 3.00 Recruitment, Selection and Performance Appraisal of Personnel – through mini cases and assignments students learn to evaluate HRM practices. Evaluation includes assessing the utility of the practice and the potential for achieving the proposed outcomes</p> <p>AP/HRM 3400 3.00 Occupational Health and Safety – through presentations, assignments, quizzes, midterm and exam, students demonstrate understanding and applications of concepts of occupational, health and safety in the workplace.</p>

	a) Degree-Level Expectation <i>This degree is awarded to students who have demonstrated the following:</i>	b) Program Learning Objectives (with assessment embedded in outcomes) <i>By the end of this program, students will be able to:</i>	c) Appropriate Degree Requirement & Assessment <i>Align courses and assessment methods/activities with the program learning objectives.</i>
4. Communication Skills	<p>The ability to present a clear set of arguments both orally and in writing.</p> <p>Clarity of thought such that arguments are well structured, considered, and well-articulated.</p> <p>Can clearly communicate ideas to a range of stakeholders including academics, practitioners, and other individuals within the business community.</p>	<p>Explain orally all of the arguments and considerations made in order to reach a decision or recommendation</p> <p>Clearly write in both an academic (essay) format and a non-academic (executive summary) format the rationale and support for a decision or recommendation.</p> <p>Build a set of arguments in support of a decision or viewpoint. Anchor these arguments in a scholarly or academic perspective</p>	AP/HRM 3410 3.00 Training and Development – Students are required to present repeatedly to the class in order to practice and improve their oral presentation skills

	a) Degree-Level Expectation <i>This degree is awarded to students who have demonstrated the following:</i>	b) Program Learning Objectives (with assessment embedded in outcomes) <i>By the end of this program, students will be able to:</i>	c) Appropriate Degree Requirement & Assessment <i>Align courses and assessment methods/activities with the program learning objectives.</i>
5. Awareness of Limits of Knowledge	<p>An awareness of the complexity of human behaviour and the relationship between individuals and their environments.</p> <p>An understanding of where the limits of our understanding in HRM and the ability to ask appropriate questions.</p>	<p>Understand that individuals and organizations do not always behave in ways that are 'intuitive' or 'predictable'</p> <p>Know that HRM provides us with theoretical and empirical knowledge that helps us to understand the complex relationship between individuals and organizations</p> <p>Appreciate that our knowledge is highly context dependent and that complex environments require close consideration; students will know when to ask questions and have the appropriate skills to conduct additional research to understand the complexities of the local situation</p>	<p>3000 level courses – students learn to question the current practice of HRM and understand the limitations of the current research; they learn to be critical consumers of HRM ideas</p>

	a) Degree-Level Expectation <i>This degree is awarded to students who have demonstrated the following:</i>	b) Program Learning Objectives (with assessment embedded in outcomes) <i>By the end of this program, students will be able to:</i>	c) Appropriate Degree Requirement & Assessment <i>Align courses and assessment methods/activities with the program learning objectives.</i>
6. Autonomy and Professional Capacity	<p>Acquired all of the skills and knowledge required to operate as a HRM professional within Canada</p> <p>Understand the ethical implications and responsibilities associated with their role</p> <p>Possess the intellectual independence required for ongoing professional development</p>	<p>Complete the suite of courses within the 'core' of the degree with good academic standing thereby demonstrating an awareness of the breadth of knowledge associated with the profession and meet the knowledge requirements to write the exams for professional certification</p> <p>Behave in a manner that is consistent with the academic standards of the university; understand the ethical implications of various decisions within the practice of HRM</p> <p>Be able to identify emerging issues in the field of HRM</p>	<p>3000 level courses – represent the scope of the professional competencies deemed critical for the practice of HRM; through assignments, midterms, and assignments students demonstrate an understanding of the core knowledge within the field</p>



Professor Christa Wilkin
Chair, Curriculum Committee
School of Human Resource Management
Faculty of Liberal Arts and Professional Studies
York University

FACULTY OF HEALTH

November 12, 2015

Department of
Psychology

Dear Professor Wilkin

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Thank you for sending me the proposal outlining the creation of a Minor Program in Human Resource Management in the School of Human Resource Management. I have read with great interest this program which will provide undergraduate students with knowledge in the areas of administrative studies, accounting, organizational behaviour and human resources management. The subject matter will be taught with an eye to important issues of diversity and inclusion. As a person with a deep interest in curriculum development I am very impressed with the goals and organization of this program.

I understand that the Minor program will be open to a range of students from all Faculties and departments here at York. As the Director of the Undergraduate Program in Psychology I am very pleased to hear this. I am certain that this program will be of interest to many of our Honours Psychology students who wish to complement their psychology background with knowledge and skills relevant to the business world. When the program comes on stream I will be very happy to alert our students to its availability and to facilitate their involvement.

With warm regards

A handwritten signature in cursive script that reads "Jennifer Connolly".

Jennifer Connolly, Ph.D., C. Psych
Professor Department of Psychology
Director, Undergraduate Program in Psychology





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December 16, 2015

Professor Christa Wilkin, Chair
Curriculum Committee
School of Human Resource Management
Faculty of Liberal Arts & Professional Studies
York University

Dear Professor Wilkin,

Re: Proposal for a Minor Program in Human Resource Management

We have reviewed your proposal for a minor program in the Bachelor of Human Resource Management (BHRM) and I am pleased to report that we find it to be well thought out and carefully planned to meet the needs of a broad range of students from a number of Schools and Departments who wish to acquire a core knowledge and understanding of the field of Human Resource Management. We agree that a minor program in BHRM will satisfy a growing demand in the labour market for human resource management specialists and professionals. This is evident from the fact that the completion of the BHRM minor will allow students to satisfy the requirements for the professional HRM designation of Certified Human Resource Professional (CHRP). What is also particularly noteworthy is the well-balanced 30 credit curriculum design that includes ten courses: two at the first year; two at the second year; and, six at the third year. This curriculum covers in depth all of the key subject areas in human resource management. We are also impressed with the manner in which the minor program is delivered with an emphasis on experiential learning opportunities such as experiential education projects, experiential teaching pedagogies; and, case competitions. It also incorporates nicely a variety of innovations in pedagogy that include: using social media to engage students in different forms of learning; the use of corporate training games; the use of blogs, wiki pages, smart phone apps, and Second Life virtual simulations.

We also note and appreciate the thoroughness and detailed planning that has gone into your proposed minor program as found in the degree-level expectations outlined in Appendix two of the proposal. The program learning objectives align perfectly with the required courses and assessment methods that are intended to achieve the program learning objectives.

This is a very well constructed and carefully structured program that is clearly intended to meet a growing student demand in acquiring the skill sets and abilities necessary to fill the professional HRM designation of CHRP. Accordingly, we are

pleased to endorse and support fully your proposal for a minor program in HRM. We believe that it would be an excellent complement to our honours and specialized honours Bachelor in Public Administration (BPA) program. In addition, it further strengthens the partnership between our two professional interdisciplinary Schools and we look forward to continuing to work with you in the delivery of our mutually complementary programs.

Yours sincerely,



Dr. James C. Simeon, Associate Professor and Director
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Library Statement in Support of Proposal for the Creation of a Minor Program in Human Resource Management in the School of Human Resource Management

Date: December 12, 2015

Prepared by Stephanie Quail, Business Librarian, Peter F. Bronfman Business Library

Introduction

This library statement is written in support of the School of Human Resource Management's (SHRM) proposal for the creation of a Minor Program in Human Resource Management (HRM). SHRM has identified a need for the creation of a new minor in HRM, as it will provide undergraduate students at York University with more options for graduating with subject-expertise in HRM. The minor program will also be more flexible than the professional certificate in HRM that SHRM currently offers and will allow students to graduate in a timely manner with a minor that increases their employability.

York University Libraries (YUL) will be able to support the creation of this new 30-credit minor program. All of the courses offered in this new minor already exist as courses at SHRM or the School of Administrative Studies (SAS). Relevant library supports are currently in place, such as:

- a strong print and electronic collection for HRM studies, as well as other subjects that are covered in this minor such as administrative studies, accounting, and legal studies
- a dedicated HRM subject librarian who provides library instruction sessions, and research and reference assistance
- library facilities such as study space and group study rooms, resource sharing, and interlibrary loan services

Stephanie Quail is the liaison librarian responsible for providing collection development, instructional services, and research and teaching support for SHRM. She has reviewed the program proposal, as well as the course outlines for the new minor.

Review of Courses in New Minor Program

AP/ADMS 1000: Introduction to Administrative Studies

The most recent version of this course outline lists Karakowsky and Guriel's *The Context of Business* (2015 edition) as the required textbook for this course. The library does not have a copy of the most recent version. It is suggested that the course director ask the library to purchase the most recent copy and have it placed on 2-hour course reserve at the Peter F. Bronfman Business Library (Bronfman Library).

AP/ADMS 1500: Introduction to Accounting

The library has the most recent edition of the course textbook. It is recommended that the course director ask the library to put the required textbook on 2-hour course reserve at the Bronfman Library.

AP/ADMS 2400: Introduction to Organizational Behaviour

The library has the most recent edition of the course textbook. It is recommended that the course director ask the library to put the required textbook on 2-hour course reserve at the Bronfman Library.

AP/HRM 2600: Human Resources Management

The most recent version of this course outline lists Belcourt, Singh, Bohlander, and Snell's *Managing Human Resources* (2014 edition) as the required textbook for this course. The library does not have a copy of the most recent version. It is suggested that the course director ask the library to purchase the most recent copy and have it placed on 2-hour course reserve at the Peter F. Bronfman Business Library (Bronfman Library).

AP/HRM 3400: Occupational Health and Safety

The most recent version of this course outline lists Kelloway, Francis, and Gatién's *Management of Occupational Health and Safety* (2014 edition) as the required textbook for this course. It also lists the most recent revision of Pocket Ontario's *Occupational Health & Safety Act & Regulations* (2015 edition) as a required reading. The library does not have the most recent copy of either required text. It is suggested that the course director ask the library to purchase the most recent copies and have them placed on 2-hour course reserve at the Peter F. Bronfman Business Library (Bronfman Library).

AP/HRM 3410: Training and Development

The library has the most recent edition of the course textbook. It is recommended that the course director ask the library to put the required textbook on 2-hour course reserve at the Bronfman Library.

AP/HRM 3422: Industrial Relations

The library has the most recent edition of the course textbook. It is recommended that the course director ask the library to put the required textbook on 2-hour course reserve at the Bronfman Library.

AP/HRM 3430: Strategic Human Resources Planning

The library has the most recent edition of the course textbook. It is recommended that the course director ask the library to put the required textbook on 2-hour course reserve at the Bronfman Library.

AP/HRM 3470: Recruitment, Selection, and Performance Appraisal of Personnel

The most recent version of this course outline lists Catano, Wiesner, Hackett, and Methot's *Recruitment and Selection in Canada* (5th edition) as the required textbook for this course. The library does not have a copy of the most recent version. It is suggested

that the course director ask the library to purchase the most recent copy and have it placed on 2-hour course reserve at the Peter F. Bronfman Business Library (Bronfman Library).

AP/HRM 3490: Compensation

The most recent version of this course outline lists Long's *Strategic Compensation in Canada* (5th edition) as the required textbook for this course. The library does not have a copy of the most recent version. It is suggested that the course director ask the library to purchase the most recent copy and have it placed on 2-hour course reserve at the Peter F. Bronfman Business Library (Bronfman Library).

Collections Support

Introduction

Over the years, YUL has developed a strong business collection of online and print materials for relevant HRM subjects. In particular, the Scott Library, the Bronfman Library, and the Osgoode Law Library contain print materials in English for relevant topics, while the Leslie Frost Library contains French and English language print materials for HRM topics. The library system continues to demonstrate its support for HRM topics by constantly adding new print and electronic resources to the collection.

Student Access to Relevant Resources

The majority of print resources required for the minor program can be found in the Bronfman Library or the Scott Library. While the Bronfman Library maintains a relevant print collection on this subject, the Osgoode Law Library possesses the strongest collection of legal research monographs, print journals, legal encyclopedias and dictionaries at York University. These materials may be useful for courses that focus on legal issues such as HRM 3400.

Students will be able to access information for YUL's print collection through the library's online catalogue; however, the catalogue not only maintains detailed records for print resources at York University, but is also the access point for a wide variety of electronic resources, such as electronic books, online periodicals, and specialized article databases. Many electronic resources can be accessed both on and off-campus by simultaneous users 24/7 through the catalogue.

The Bronfman Library website also contains many specialized resources, such as:

- Subject area and course-specific research guides on business research: <http://www.library.yorku.ca/web/bbl/guides/>
- A detailed list of Business Databases: <http://www.library.yorku.ca/web/bbl/collections/businessonline/>
- A subject guide for HRM studies: <http://researchguides.library.yorku.ca/hrm>

These resources will help students navigate the vast array of research tools available to them and choose the most appropriate resources for their assignments.

Print Reference Materials

The Bronfman Library has a relevant print reference collection that will support the program. The collection contains print HRM encyclopedias, pension guides, and HRM best practices guides. There are also electronic resources such as online HRM dictionaries and glossaries that can be accessed 24/7 on and off-campus. The Bronfman Library has additional relevant print reference materials such as company directories.

Print and Electronic Books

YUL maintains a strong and growing collection of print books on relevant subject areas, such as:

- collective bargaining; compensation management; discrimination in employment; industrial safety; industrial hygiene; industrial relations; labour laws and legislation; labour unions; organizational behavior; and personnel management

Most of the books can be found within the HD and HF call number ranges. Faculty can request that course textbooks and popular supplementary materials be placed on course reserve using YUL's online course reserve system:

<http://www.library.yorku.ca/web/ask-services/facultyinstructor-support/places-items-on-reserve/>

YUL also possesses subscriptions to many electronic book packages. In particular, *Books 24x7*, *E-books at Scholars Portal*, *Springer E-Books* and *Ebrary* are important e-book collections for HRM students at the University. *Books 24x7* is particularly useful, as it supplements the academic print collection with practitioner-focused books. YUL's eBook collection also provides students with 24/7 on and off-campus access.

Print and Electronic Journals

YUL maintains a strong collection of business, management, and HRM academic and trade journals. Many of the journal subscriptions include both a print and electronic component.

The following is a list of just some of the core academic journal titles YUL subscribes to that will support the program:

- *Advances in Development Human Resources; The Academy of Management Journal; The Academy of Management Review; The Academy of Management Perspectives; Human Resource Management; Human Resource Management Journal; Human Resource Management Review; The International Journal of Human Resource Management; Journal of Applied Psychology; Journal of*

Management; Organizational Dynamics; Personnel Psychology; and Personnel Review

YUL also has electronic subscriptions to key trade journals such as:

- *Benefits Canada; Canadian HR Reporter; Employee Relations; Harvard Business Review; HR Magazine; Human Resource Planning; People Management; T + D, and HR Professional.*

Providing access to online journals rather than print journals is one of YUL's main goals, as this provides faculty and students with 24/7 on and off-campus access. YUL's membership in the Ontario Council of University Libraries (OCUL) has allowed the library to participate in many consortial purchasing agreements and gain access to key online journal providers.

However, it should be noted that there are many pressures on YUL's journal budget due to journal price increases that tend to exceed the rate of inflation and library budget increases. Further impacting the situation is the weak Canadian dollar, as the U.S. dollar is the standard currency used for purchasing many scholarly journals. YUL is not the only university library experiencing these challenges, as unsustainable journal prices are affecting Canadian, American, and international academic libraries.

Relevant Periodical Databases and Indexes

YUL maintains subscriptions to many journal aggregator databases that can be accessed 24/7, both on and off-campus. Students in the HRM program will find the following journal article databases to be particularly useful for management, business, and HRM topics:

- *Business Source Premier, Proquest Business, CBCA Complete, PsycINFO, and Scholars Portal Journals.*

While *PsycINFO's* focus is on psychology, this database can be very useful for HRM topics such as team dynamics, interpersonal relationships, and other HRM topics with a psychological aspect. Databases such as *Proquest Business* and *Business Source Premier* also provide access to popular business magazine news article sources. All of the above article databases allow students to search thousands of full-text scholarly journals and trade publications using keyword search techniques.

The Bronfman Library's HRM guide highlights these tools and their unique coverage in more detail: <http://researchguides.library.yorku.ca/hrm>

YUL also has access to useful legal article research databases such as *LegalTrac, HeinOnline, Quicklaw, and Westlaw Next*. These databases will be useful for courses that deal with health and safety legislation, as well as employment and labour law. Students

will have 24/7 on and off-campus access to these resources. The Legal Research for Non-Law Students guide provides more detail about these resources:

<http://researchguides.library.yorku.ca/law>

YUL's extensive current and historical newspaper databases will further support research in the proposed program and provide students with 24/7 on and off-campus access. Databases such as *Canadian Newsstand Major Dailies*, *CBCA Current Events*, and *Proquest Historical Newspapers* provide strong coverage of Canadian news articles, while *Factiva*, *Lexis Nexis Academic*, and *Financial Times Historical Archive (1880-2010)* round out the collection by supplying students with access to international newspaper articles focused on business, management, and HRM subjects.

The Bronfman Library also maintains print subscriptions to the most recent editions of relevant business newspaper and magazine publications such as the *Globe and Mail*, *The National Post*, and *The Economist*. This research guide details other YUL resources that can be used for finding news sources: <http://researchguides.library.yorku.ca/news>

Full-text linking and link resolver technology is available in most of YUL's periodical databases. This allows students to connect to the full-text of the journal within a few clicks or to an interlibrary loan (ILL) form if the library does not have a subscription to the journal.

Theses and Dissertations

Most North American and some European theses and dissertations can be retrieved from YUL's subscription to the database, *Proquest Dissertations and Theses*. The library system has created a detailed research guide that shows how to obtain theses and dissertations from various geographies:

http://researchguides.library.yorku.ca/theses_and_dissertations

Videos and DVDs

Faculty and students will have access to *Films on Demand* and *Books24x7* in case they require streaming video content for lectures or class presentations. Additional streaming film resources can be accessed via the Film Studies guide:

<http://researchguides.library.yorku.ca/film>

Government Documents

When the Government of Canada still fulfilled its obligations for the Depository Services Program, YUL automatically received a significant amount of government publications disseminated by the federal government. YUL was designated as a repository for such documents but with the official ending of the program, we can access only a much more limited and solely electronic set of items.

Statistical and Geospatial Data

YUL is a member of the Data Liberation Initiative (DLI) program of Statistics Canada; as such, students and faculty receive support for a wide variety of survey data, from public-

use microdata files to aggregate statistics. YUL is also a member of the Inter-University Consortium for Political and Social Research (ICPSR), which provides access to a vast international archive of social science datasets for research and instruction. The Data Librarian can assist researchers, including students, in locating datasets and statistical information from a variety of national and international sources, as well as provide instruction in their use.

Specialized Resources

While HRM students are typically well served by the scholarly book and article collections at YUL, some courses will require students to use specialized business and legal research tools. The following list focuses on specific resources that will be useful for HRM students

Company Databases

The library subscribes to a number of databases that will provide HRM students with information about companies. In HRM 3430, students are required to research a company and describe the organization's value proposition. Relevant databases that provide company information such as major products/services, competitor lists, financial information, and more include (this list is not exhaustive):

- Publicly-traded companies: *Mergent Online*, *Investext Plus*, *Hoovers*, *Factiva*, and *Marketline Advantage*
- Private companies: *PrivCo*, *Hoovers*, and *Lexis Nexis Academic*

Students may also need to download public company filings, such as annual reports. The following resources will be helpful:

- SEDAR (<http://www.sedar.com/>) and EDGAR (<http://www.sec.gov/>) are free resources that will provide students with annual reports.
- *Lexis Securities Mosaic*: This comprehensive collection of U.S. and Canadian filings is very easy to search and also allows for full-text searching of filings.
- *Mergent Online*: A comprehensive collection of U.S. and Canadian filings.
- *Mergent Archives*: Provides students with historical annual reports and other filings.
- *Mergent Web Reports*: Provides access to full-text historical annual reports for Canadian and U.S. companies.

More information about these databases and others can be found in the Company Research Guide: <http://researchguides.library.yorku.ca/companyresearch>

Industry Databases

Students may also be required to look for industry information for projects such as the value proposition assignment in HRM 3430. The following databases provide useful

information about industries, such as their operating conditions, industry financial performance, market information, and much more:

- Niche Industries in Canada and the US: *IBISworld*
- Consumer product industries: *Passport*, *Marketline Advantage*, and *IBISworld*
- Information technology industries: *Gartner Intraweb*, *IBISworld*, and *Marketline*
- Manufacturing industries: *IBISworld*, *Marketline Advantage*, *Mergent Online*
- Resource industries: *BMI Research*, *SNL Metals and Mining*, and *IBISworld*

More information about these databases and others can be found in the Industry Research Guide: <http://researchguides.library.yorku.ca/industryresearch>

Compensation Research

In HRM 3490, students will be studying various compensation issues. While there are no written assignments in this course, students will be able to use specialized business databases to research executive compensation. The following resources provide executive compensation data:

- *Mergent Online*: Consistently provides compensation information for directors and officers of US public companies.
- *Lexis Nexis Academic*: This database contains the Core Data U.S. Executive Compensation and/or Morningstar U.S. Executive Compensation data.
- *Bloomberg*: This standalone database is only available in the library. Students can use the FA EXEC command to find executive compensation data.

Additional resources are listed on the HRM guide and the Company Research guides.

Legal Research Tools

Some of the courses in the minor program, such as HRM 3400 and HRM 3422, will require students to conduct legal research. YUL provides non-law students with access to excellent legal research tools. Students will be able to access the following resources:

- *Quicklaw*: This legal database includes a subscription to *Halsbury's Laws of Canada*, as well as other resources such as court cases, tribunal cases, legislation, commentary, and legal journals.
- *Westlaw Next*: This legal database includes a subscription to the *Canadian Encyclopedic Digest*, and Westlaw's *EmploymentSource* and *LabourSource* databases. Students will also be able to access cases and decisions, statutes and regulations, commentary, articles and newsletters.

More information about these databases can be found on the HRM guide and the Legal Research for Non-Law Students guide.

Collections Procedures and Policies

The Bronfman Library's detailed version of its Business Collection Development Policy (last updated in 2005) can be found online at: <http://www.library.yorku.ca/web/about-us/contact-us/liaison-librarians/business-collection-development-policy/>

The Bronfman Library's focus is on contemporary materials in the English language (materials published after 1900). The monograph collection consists mainly of books from Canadian, American, English, and other major European publishers.

YBP is YUL's preferred print monograph vendor; however, other vendors are sometimes used. In May 2014, the Bronfman Library updated its approval plan for purchases from *YBP*. This plan is further supplemented by individual orders from vendor and publisher catalogues. Liaison librarians also review faculty and student requests, faculty publishing trends, *WorldCat*, *Global Books in Print*, and new acquisition lists maintained by prominent academic business libraries to further refine the library's collection development in business subjects.

Stephanie Quail, reviewed all of the course outlines and has made unique suggestions for each course proposal regarding whether or not additional required textbooks should be purchased for the courses in the minor program.

Library Services and Spaces

Interlibrary Loans, Resource Sharing, and Off-Campus Resources

The York community is able to borrow materials from other university library collections through the Rapid Access to Collections by Electronic Requesting (RACER) interlibrary loan service. RACER is run by Scholars Portal and YUL subsidizes the cost for most of the materials acquired through RACER. This means that faculty and students typically receive most items without any cost incurred. More information about RACER can be found at the following link:

<http://www.library.yorku.ca/web/ask-services/borrow-renew-return/racer-interlibrary-loan/>

YUL has a reciprocal borrowing agreement with most Canadian universities and some North American libraries; however, this agreement does not extend to the University of Toronto. This allows students and faculty to borrow materials when visiting other university libraries that are a part of the reciprocal agreement. More information can be found at the following link: <http://www.library.yorku.ca/web/ask-services/borrow-renew-return/direct-borrowing-at-other-libraries/>

Citation Management and Managing Research Results

YUL has discontinued access to *RefWorks*; however, the Libraries now promotes the use of the free citation managers *Zotero* and *Mendeley*. The following guides are maintained to help library users choose a citation manager and learn the major processes for operating each citation manager:

- Zotero: <http://researchguides.library.yorku.ca/zotero>
- Mendeley: <http://researchguides.library.yorku.ca/mendeley>

Dataverse is an online platform for management of research data provided by OCUL, the consortia of Ontario academic libraries. Researchers and students can create and manage their own records by depositing data, providing text descriptions of studies, and can determine their own access conditions to metadata. Further information can be found on the Dataverse guide: <http://guides.scholarsportal.info/dataverse>

Business Liaison Librarians

Stephanie Quail is the liaison librarian for HRM and she will be able to provide research assistance to faculty and students, and also create tailored library-instruction sessions and research guides. The other business librarians at Bronfman have complementary subject expertise in areas such as Strategic Management and Corporate Governance. See the following webpage for more details on subject expertise at the Bronfman Library: <http://www.library.yorku.ca/web/bbl/liaison/>

Supplemental Research Assistance

Students can receive research assistance in a variety of ways from the Bronfman Library. The library offers IM chat, e-mail, telephone, and in-person research assistance seven days a week, with the exception of the month of August (5 days a week). Students and faculty are also able to meet with their liaison librarian for in-depth research consultations and referrals can be made to other librarians who have complementary subject expertise. For example, in-depth labour law questions may be referred to the Osgoode Law Library's reference librarians.

Information Literacy and Library Instruction

In *Appendix 2 – HRM Degree-Level Expectations for Minor Program*, the proposal discusses six degree-level expectations for students in the HRM minor program. Some of the skills students are expected to develop during the program include conducting research and evaluating information sources. The Bronfman Library is uniquely positioned to help students develop these skills, as the subject librarian for HRM can teach tailored research skills sessions for specific courses within the minor that will help students further develop their research skills.

SPARK (the Student Paper and Academic Research Kit)

York's Learning Commons has also developed a comprehensive eLearning program called SPARK (the Student Paper and Academic Research Kit) that will serve as a useful resource that will help students in the minor program better understand how to

research and write their assignments and apply academic integrity in their course work. SPARK is a collaborative project that was developed by YUL, the Writing Department at the Faculty of Liberal Arts and Professional Studies, and Learning Skills Services at York University. More information about SPARK can be viewed here:

<http://www.yorku.ca/spark/>

Library Facilities

The Bronfman Library provides students with different types of spaces that accommodate both individual and group study. The library has computer workstations, open tables, individual study carrels, a quiet study room on the second floor where no electronic devices with audible keyboards are allowed, and comfortable lounge seating. The library also provides students with access to six group study rooms, which can be booked online. Students can also borrow projectors for in-library use, as well as laptops. The Bronfman Library also provides black and white printing, color printing, photocopying, and scanning machines for students to use.

Conclusion

YUL is well equipped to support the new HRM minor program. YUL's electronic and print collection in HRM subject areas continues to grow and will provide the necessary support for students. The liaison librarian model at YUL will also provide additional support to the program, as Stephanie Quail, the liaison librarian for this program, will be able to work with faculty to create and develop tailored library instruction sessions, course guides, and additional instructional materials.

APPENDIX 1: LIBRARY STATISTICS (from 2013-14 York University Libraries Annual Report)

CIRCULATION	2011/2012	2012/2013	2013/2014
Scott			
Circulation Services	78,661	102,247	78,545
Reserves	46,314	43,347	38,764
Self Check	180,576	146,662	135,647
Total	305,551	292,256	252,956
Sound and Moving Image Library			
Circulation	54,322	44,214	34,703
Reserves	1,118	803	496
Total	55,440	45,017	35,199
Archives & Special Collections	3,674	3,123	2,864
Map Library			
Circulation	187	267	252
Reserves	747	235	258
GIS	10,763	2,427	1,603
Total	11,697	2,929	2,113
Bronfman			
Circulation	7,583	6,238	5,571
Reserves	7,262	7,015	6,807
Total	14,845	13,253	12,378
Frost			
Circulation	20,136	18,177	17,969
Reserves	2,225	1,812	1,987
Total	22,361	19,989	19,956
Steacie			
Circulation	9,817	7,244	6,136
Reserves	26,450	24,103	20,703
Self check	16,115	14,499	11,578
Total	52,382	45,846	38,417
Total Circulation	381,834	345,098	294,868
Total Reserves	84,116	77,315	69,015
Total Item Circulation	465,950	422,413	363,883
Renewals	420,534	387,429	338,446
Total Transactions	886,484	809,842	702,329
Nellie Rowell Langford Library	1,636	1,425	1,218
Education Resource Centre	15,485	14,021	11,967

USE OF ERESOURCES	2011/2012	2012/2013	2013/2014
Number of successful fulltext article requests	2,580,451	2,967,518	3,469,115
Number of database searches	11,373,598	11,942,278	21,373,886

LAPTOP LENDING	2011/2012	2012/2013	2013/2014
Scott	6,956	3,703	1,388
Bronfman	398	252	292
Frost	8	6	336
Steacie	1,335	581	208
Total	8,697	4,542	2,224

APPENDIX 1: LIBRARY STATISTICS (from 2013-14 York University Libraries Annual Report)

ITEMS SHELVED	2011/2012	2012/2013	2013/2014
Scott			
Circulation	646,382	512,582	435,987
Government Documents	7,039	4,799	3,410
Microtext	18,654	17,083	17,313
Reference	2,469	1,865	1,148
Reserves	9,679	4,999	6,507
Map Library	4,795	5,678	5,365
Archives & Special Collections	8,142	9,159	5,034
Bronfman	21,924	17,165	17,758
Frost	45,611	40,521	35,305
Steacie	65,344	57,931	44,889
Total	830,039	671,782	572,716

COLLECTION GROWTH	As of April-30-12	As of April-30-13	As of April-30-14
Print Volumes	2,326,764	2,365,014	2,360,851
Microform Units	4,166,311	4,182,047	4,195,918
Journal Titles/Other Subscriptions	4,952	4,653	3,993
Digital Journal Titles	76,494	80,560	90,261
Digital Monograph Titles	656,909	698,045	727,512
Media			
Maps	112,934	113,477	113,534
Aerial Photographs	5,051	5,051	5,051
GIS Data titles	684	684	698
Sound Recordings	43,302	43,591	44,732
Videocassettes	8,922	8,870	8,678
Films	2,708	2,679	2,679
DVDs	18,110	19,454	21,315
Manuscripts and Archives			
Manuscripts (Linear metres)	4,504	4,543	4,657
University Records (Linear metres)	918	925	942
Photographs (Linear metres)	394	399	399
Moving Image Archives (Linear metres)	88,955	89,004	89,072
Titles Catalogued	380,207	193,230	54,927

DIGITAL COLLECTIONS @ York	2011/2012	2012/2013	2013/2014
Digital Items Created	14,739	30,124	24,334
Total Digital Items	54,355	86,605	110,939

APPENDIX 1: LIBRARY STATISTICS (from 2013-14 York University Libraries Annual Report)

RESOURCE SHARING		2011/2012	2012/2013	2013/2014
ILL, Interfilm	Total Lending	10,777	9,535	8,831
ILL, Interfilm	Total Borrowing	5,301	4,591	4,445

REFERENCE SERVICES		2011/2012	2012/2013	2013/2014
Scott				
Information Desk				
	Reference	2,543	9,341	8,848
	Other	36,252	21,389	7,275
	Total Transactions	38,795	30,730	16,123
Scott Reference				
	Reference	8,821	8,327	7,234
	Other	3,360	1,546	1,289
	Total Transactions	12,181	9,873	8,523
Sound and Moving Image				
	Reference	5,223	1,633	862
	Other		980	181
	Total Transactions	5,223	2,613	1,043
Map Library				
	Reference	3,414	1,083	570
	Other	2,253	1,499	1,423
	Total Transactions	5,667	2,582	1,993
Archives & Special Collections				
	New Users	675	641	345
	Returning users	387	484	235
	Total Users	1,062	1,125	580
Bronfman				
	Reference	5,559	5,970	6,415
	Other	14,214	15,487	14,863
	Total Transactions	19,773	21,457	21,278
Steacie				
	Reference	12,409	4,203	4,305
	Other	4,231	5,216	3,203
	Total Transactions	16,640	9,419	7,508
Frost				
	Reference	2,693	1,908	1,557
	Other	2,146	2,320	2,300
	Total Transactions	4,839	4,228	3,857
	Total Reference	44,050	33,952	30,371
	All Transactions	105,439	82,727	60,905
Virtual Reference		2,435	2,368	2,470

APPENDIX 1: LIBRARY STATISTICS (from 2013-14 York University Libraries Annual Report)

LIBRARY INSTRUCTION	2011/2012		2012/2013		2013/2014	
	Classes	Participants	Classes	Participants	Classes	Participants
Archives	31	801	33	563	22	436
Bronfman	115	3,338	98	2,868	124	4,520
Frost	64	2,169	73	2,628	71	1,697
Maps	48	1,423	39	891	38	1,093
Scott	347	13,099	382	14,298	345	12,892
Steacie	89	5,460	129	5,807	125	4,707
Total	694	26,290	754	27,055	725	25,345

LIBRARY ACCESSIBILITY SERVICES	2012/13	2013/14
Pages Scanned	747,987	617,963
Total Texts Provided	1,882	3,256

STUDY SEATS	2012/13	2013/14
Scott	2,108	2,108
Bronfman	321	321
Frost	236	247
Steacie	337	337
Total	3,002	3,013

Turnstile Count	2011/2012	2012/2013	2013/14
Scott	2,559,753	2,512,098	2,426,675
Bronfman	292,911	282,736	287,969
Frost	108,575	89,598	82,480
Steacie	432,640	382,120	278,995
Total	3,393,879	3,266,552	3,076,119

OPERATING BUDGET	2011/2012	2012/2013	2013/2014
Salaries	\$ 11,007,011	\$ 11,360,677	\$ 11,426,013
Part Time Assistance	\$ 908,958	\$ 772,729	\$ 944,488
Benefits	\$ 2,632,769	\$ 2,685,270	\$ 2,693,041
Subtotal	\$ 14,548,738	\$ 14,818,676	\$ 15,063,542
Collections	\$ 10,374,644	\$ 10,420,140	\$ 10,547,459
Binding	\$ 31,114	\$ 30,000	\$ 40,796
Subtotal	\$ 10,405,758	\$ 10,450,140	\$ 10,588,255
General operating	\$ 1,975,435	\$ 2,002,775	\$ 1,826,869
Total Expenses	\$ 26,929,931	\$ 27,271,591	\$ 27,478,665
Recovery	\$ 973,142	\$ 965,004	\$ 887,945
Total Expenses less recovery	\$ 25,956,789	\$ 26,306,587	\$ 26,590,721
Gifts in Kind	\$ 588,980	\$ 890,825	\$ 523,535

York University

Notice of Intention to Develop a Program Proposal

Submission of a notice of intention to develop a curriculum proposal of any kind, with the exception of course changes and minor modifications, must be submitted before the development of a fuller formed proposal.

This form is to be completed and sent electronically to YUQAP@yorku.ca prior to the development of a program proposal. Authorization to begin development of a proposal will be given by the Vice-Provost Academic within six weeks of submission of this form.

Faculty Name Liberal Arts and Professional Studies

Program Name School of Human Resource Management

1. Outcome of the Proposal

Minor in Human Resource Management

2. Intended start date: (example: Fall 2017, Summer 2018)

Fall 2016

3. Short Description of the proposal (maximum 250 words):

The objectives of the minor program in HRM are to provide a broad range of students coming from a number of departments, programs and faculties with core knowledge of HRM scholarship. Students will gain fundamental knowledge of subject matter falling within SHRM's expertise, learn about diversity and inclusion issues, which are relevant to Canada as a whole, and to an increasingly global world, and gain an understanding of legal and relational environments of workplaces, particularly in Ontario. Students who pursue a minor in HRM will also graduate with the required courses to seek accreditation to obtain the CHRP designation. The minor program will provide the skill set required by students who aspire to pursue graduate degrees in HRM-related fields and those seeking HRM knowledge in their workplace settings.

Students who take the courses in the minor program in HRM will increase their understanding of scientific methods used in HR to reduce bias, how to operate in a fair manner that adheres to legislation, and adding value to organizations through a strategic partnership.

The proposed minor program in human resources is composed of existing courses that are consistently offered on a yearly basis, and when combined provide a pedagogic progression of knowledge from second through fourth year, although a student could easily complete the minor in two years. The minor consists of core requirements of introductory courses to administrative studies, accounting, organizational behaviour, and human resources management, combined with a set of core courses at the third year.

4. **Provide a short statement about the proposed program's** alignment with University plans, including evidence has been provided about the program's alignment with the university's Strategic Mandate Agreement, evidence of student demand, evidence of societal need, justification of duplication with existing programs at York and in Ontario and any legal requirement for graduates in a program to be certified, registered, licensed. (maximum 250 words)

The minor program in HRM complements the general objectives of the University and Faculty missions and academic plans through increased access, learning in a globalized environment, innovative and dynamic curriculum, multi-disciplinary learning and scholarship, and critical intellect.

The implementation of such a program is also consistent with our IIRP institutional objectives in the area of high quality academic programs to enhance the quality of our academic program and potentially help to mitigate declining enrolment by attracting students who wish to major in other programs, yet have an interest in human resources as a minor.

SHRM has the advantage that our programs are well known in both Canada and abroad. While other universities may have similar degrees, SHRM offers the most comprehensive variety in course offerings. Our direct competitors are the provincial universities (e.g., McMaster, University of Toronto, Queen's University, Ryerson University, etc.) with programs in HRM and industrial relations, and to a lesser extent, the various colleges (e.g., Seneca, Sheridan, George Brown and so forth) that offer degree and certificate programs.

Given an increased need for fundamental HRM knowledge, and disconnect between HRM research and practice of HRM in organizations, there is a high demand from organizations and interest from students to obtain a minor in HRM.

The plan to develop a minor program in HRM was well received by the reviewers of our recent Cyclical Program Review, who were delighted to hear about our proposed curriculum changes.

5. **Summarize any new or reallocation of resources** (financial, physical and/or administrative) required implementing the proposal.

This minor will require no new resources. All of the required courses are offered on a yearly basis, normally with full-time faculty, and on occasion by CLAs and contract faculty.

6. **Consultations:** Provide details regarding consultations with other programs and or Faculties at York University or outside of York University including information about potential collaboration or possible duplication. Include an explanation of the consultation process, the names and roles of those consulted and a summary of the feedback provided. (maximum 250 words)

We are in the process of obtaining letters of support from other programs whose students may show interest in a minor in human resource management. We do not foresee any duplication of programs, but an avenue to enhance the quality of our academic program.

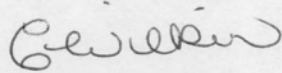
Name and title of the proposal proponent: Christa Wilkin, Assistant Professor

E-mail: christaw@yorku.ca

Telephone: 44664

Signatures required:

Program Proponent



Date

Oct. 13, 2015

Dean/Principal of the Faculty

Date



January 29, 2016

Dear Christa,

FACULTY OF
LIBERAL ARTS &
PROFESSIONAL STUDIES

School of
Administrative Studies

4700 KEELE ST.
TORONTO ON
CANADA M3J 1P3
T 416 736 5210
F 416 736 5963

Thank you for asking the School of Administrative Studies about the proposal for the creation of a minor program in human resource management.

The proposal was brought up for discussion to a Curriculum and Coordinators meeting as well as forwarded to the Area Coordinator of Management courses. The proposal was also circulated to a subset of colleagues that are cross-appointed to SAS and SHRM. All these consultations occurred between late November 2015 and early January 2016.

Due to the design of the Bachelor of Administrative Studies honours streams (120 Cr.), the minor in HRM will not be available for our students, therefore the School of Administrative Studies enrolment or service to current students will not be affected by this proposal. On the other hand, the Bachelor of Disasters and Emergency Management is designed to accommodate a 30 Cr. minor, making the HRM minor a new and viable alternative for these students.

Since the consultation period opened, I have not received any negative feedback or observations of any kind requesting changes or modifications. In light of such silence, I am comfortable to sign off this letter of support for the proposal of a minor program in Human Resource Management.

You will have to excuse the School of Administrative Studies for not replying earlier, but non-urgent matters were put aside during several weeks when we had to replace our School's director. We are excited about this new minor and congratulate you and the School of Human Resources Management for this proposal.

Sincerely,

A handwritten signature in blue ink, appearing to read "Marcela Porporato".

Marcela Porporato, CPA, CMA, PhD, MSA
Associate Professor of Accounting
Undergraduate Program Director
School of Administrative Studies



January 4, 2016

To Academic Standards, Curriculum and Pedagogy Committee,

Re: Proposal for the creation of a Minor Program in Human Resource Management

The proposed Minor Program in Human Resource Management has been thoroughly reviewed by the Office of the University Registrar, including a fulsome discussion with the Faculty concerning admission and progression requirements.

I confirm that the implementation of the program is feasible and within capacity.

Regards,

A handwritten signature in blue ink, appearing to read "Carol Altilia".

Carol Altilia
University Registrar, York University
Phone: 416.736.2100 ext. 70704

OFFICE OF THE
UNIVERSITY
REGISTRAR

Bennett Centre for
Student Services
4700 Keele Street
Toronto Ontario
Canada M3J 1P3
Tel 416.736.2100
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Memorandum

To: Whom It May Concern

From: Kim Michasiw,
Vice Dean

Date: December 30, 2015

Subject: Approval of a New Minor in Human Resources

On behalf of Ananya Mukherjee-Reed, Dean of the Faculty of Liberal Arts & Professional Studies, I have reviewed the proposal from the School of Human Resources Management Studies for a Minor in HR.

The proposed program is timely, and is entirely aligned with the Faculty's strategic direction of "crossing the ampersand," that is, of developing programs that persuade students majoring on either the Liberal Arts or the Professional Studies side to adopt a minor on the other side.

The Minor in HRM--like the Marketing Minor and the Business Minor offered by the School of Administrative Studies--will allow students majoring in the liberal arts to obtain a business-related credential that will help to distinguish their capacities when they graduate and enter the employment market. The Faculty is committed to the idea that studies in the liberal arts provide our students with any number of skills that are transferrable to the world of work, but recognizes that the greatest challenge many such students face is getting the first position that will allow them to employ and display these skills. An English major with a minor in HRM is perhaps more likely to get that first position and to shine therein. The program is also designed in such a way that those who complete the minor in HRM will graduate with the required courses to seek accreditation and obtain the CHRP designation. In the credentializing world in which we live, opening this door is essential. (It should be remarked that the need for students to cover in its 30 credits the courses required for accreditation is the reason that the minor does not include any courses at the 4000-level.)



The enrolment projections appear realistic, if perhaps shaded toward the optimistic. All of the courses included in the minor are offered in multiple sections—most often with an on-line section included—in all three terms. There is sufficient space in each of the courses to allow for the enrolment of the comparatively small numbers envisioned without the need for additional sections. Should students wish to enroll at a rate markedly above that projected, access may be controlled at the point of entry—though the School might wish to employ that demand as a rationale for increased resources.

I thank the proponents for the diligence and care with which they have created the program, and trust that it will be of serve both to our social science and humanities students and the School of Human Resources Management. Both ought to be opened by the opportunity afforded.