

UTQAP Cyclical Review: Final Assessment Report and Implementation Plan

1 Review Summary

Program(s) Reviewed:	Journalism (HBA): Specialist (Joint program)
Units Offering Program:	School of Communications, Media and Design, Centennial College Department of Arts, Culture and Media, University of Toronto Scarborough
Commissioning Officers:	Associate Vice President, Partnerships, Pathways and Internationalization, Centennial College Vice-Principal Academic and Dean, University of Toronto Scarborough
Reviewers (Name, Affiliation):	<ul style="list-style-type: none"> • Prof. Terry Flynn, Associate Professor, DeGroote School of Business, Communications, McMaster University • Prof. Michelle Grimes, Business Conestoga College • Prof. Hernando Rojas, University of Wisconsin Michigan, School of Journalism and Mass Communication • Kathy Vey, Freelance Journalist • Adeline Alexandra Burpee, Student Reviewer
Date of Review Visit:	November 23-24, 2022
Review Report Received by VPAP:	January 29, 2023
Administrative Response(s) Received by VPAP:	October 6, 2023
Date Reported to AP&P:	October 24, 2023

Previous UTQAP Review

Date: May 30 – 31, 2013

Summary of Findings and Recommendations

Significant Program Strengths

- State-of-the-art curriculum
- Innovative, creative approaches to course design and delivery
- Integrated program model offering both a university degree and applied practice

Opportunities for Program Enhancement

- Developing specific overall learning outcomes
- Ensuring consistency in both the university and college student experience
- Increasing the number of higher-level university courses
- Strengthening a shared vision between UTSC and Centennial
- Tracking retention, graduation, and post-graduation experiences

Current Review: Documentation and Consultation

Documentation Provided to Reviewers

1. About the University and UTSC: UTSC Strategic Plan, 2020-25; UTSC Academic Plan (2015-20); UTSC Admissions Viewbook (2021-22); Campus Virtual Tour; Interactive Campus Map.
2. About the Review: Terms of Reference; Review Report Template; Remote Site Visit Schedule.
3. About the Program: Previous External Review Report (2013); Program Self Study, October 2022.
4. About Programs and Courses: Description of all programs; Description of all courses; Self-Study Data; Curriculum Mapping
5. Course Syllabi (all courses).
6. Faculty CVs (all faculty).

Consultation Process

- The decanal group from UTSC, including the Vice-Principal Academic and Dean; Vice-Dean Teaching, Learning and Undergraduate Programs; Associate Dean, Undergraduate Programs & Curriculum, Associate Dean; Assistant Dean, Office of the VP Academic and Dean; and Academic Programs Officer
- The decanal group from Centennial College, including Associate Vice President, Applied Research, Hyflex Learning and Academic Partnership; Associate Vice President, Learning Innovation, Teaching Excellence and Academic Quality; Dean, School of

Communications, Media, Arts, & Design; Director, Academic Excellence and Program Quality; Senior Manager, Office of Academic Partnerships and Pathways

- Departmental Leadership and Program Supervisors – UTSC and Centennial College: Chair of the Department of Arts, Culture and Media (UTSC), Acting Chair of the School of Communications, Media, Arts and Design, Program Coordinators (UTSC and CC)
- Administrative Staff – UTSC and Centennial College: Program Coordinator, Arts, Culture and Media (UTSC), Student Success Advisor (CC)
- Librarians – UTSC and Centennial College: Chief Librarian (UTSC), Liaison Librarian (UTSC), Director of Libraries and Learning Centres (CC), Manager, Library Services (CC), Librarian (CC)
- Registrars – UTSC and Centennial College: Registrar and Assistant Dean (Enrolment Management) (UTSC), Associate Registrar and Director of Systems & Operations (UTSC), Associate Registrar and Manager, Student Recruitment (UTSC), Associate Registrar and Director of Student Services (UTSC), Associate Vice President, Enrollment Services and Registrar (CC)
- Journalism program Faculty – UTSC and Centennial College
- Undergraduate students

Current Review: Findings and Recommendations

1. Undergraduate Program(s)

Unless otherwise noted, all bulleted comments apply to all programs reviewed.

The reviewers observed the following **strengths**:

- Overall quality
 - ▶ Reviewers commended the Joint Specialist Degree Program for successfully navigating the challenges of university-college partnership in Ontario over the past 20 years
 - ▶ Both institutions are deeply committed to upholding the high-quality standards of the program
 - ▶ “The University of Toronto’s reputation and quality of scholarship, combined with the real-life practice and wide-spanning industry connections offered by Centennial [College], provide significant advantages to this program”
- Objectives
 - ▶ Reviewers concluded that both institutions understand the objectives of the program, and are committed to ensuring students apply critical thinking and research skills, along with practical and technical skills, within the field of journalism
- Admissions requirements
 - ▶ The grade-entry requirements appear appropriate
- Curriculum and program delivery
 - ▶ Curriculum provides both a theoretical and academic study of journalism as well as a practical application

- ▶ Reviewers noted a number of program enhancements in recent years, including: additional course options; changes to the Senior Seminar in Journalism that allow independent journalism projects to be more aligned with industry expectations; a planned tenure-track hire
- ▶ Curriculum design for Year 3 provides students with a variety of technical, reporting, and editing skills that aligns with current industry standards; the Program Advisory Committee ensures the program remains up to date with current industry expectations
- ▶ Reviewers also commented favourably on a number of changes to the Centennial College curriculum, such as the instructional use of smartphones as journalistic tools, the addition of podcasting, training related to entrepreneurship and freelancing, and exploring non-traditional careers
- ▶ Reviewers found the emphasis on data analytics to be a commendable feature of the program
- ▶ The work placement is a highlight for students, and faculty and staff supporting the placements at Centennial College have expanded opportunities to include roles in communications and social media in response to downsizing in traditional media outlets
- Assessment of learning
 - ▶ Reviewers found the variety and scope of assessments within the Centennial College curriculum to be overall appropriate and effective for measuring program learning outcomes
- Student engagement, experience and program support services
 - ▶ Students reported strong, positive relationships with cohort peers and faculty at Centennial College, benefitting from smaller class sizes
 - ▶ Student support services appear to be robust at both institutions
- Quality indicators – undergraduate students
 - ▶ The program has a reasonable applicant ratio with strong entry grades
 - ▶ Students generally complete the program within 4.5 years, “which is somewhat better than students in other UTSC programs and indicates dedicated and resilient cohorts”
- Quality indicators – faculty
 - ▶ Reviewers observed the quality of teaching and the learning experience to be satisfactory at both institutions

The reviewers identified the following **areas of concern**:

- Objectives
 - ▶ Reviewers identified a lack of synergy between the two institutions with concerns to objectives; “a divide between theory (UTSC) and practice (Centennial College), with little overlap between the institutions”
- Admissions requirements
 - ▶ Program has had declining enrolments in recent years
 - ▶ The supplemental admissions statement required for direct-entry applicants may be contributing to declining enrolments, serving as a barrier

- ▶ UTSC also offers a separate journalism major, which may cause confusion for applicants unaware of the differences between the programs
- Curriculum and program delivery
 - ▶ Reviewers observed that outcomes related to application of knowledge and autonomy, and professional capacity, may need additional focus in UTSC's curriculum design through more applied/practical skills application and career planning and support
 - ▶ Reviewers remarked on the limited course options at UTSC, though 5-7 new courses are already planned for Fall 2023
 - ▶ Some of the required courses for the specialist are wider Department of Arts, Culture, and Media offerings, only touching on journalism or "focus[ing] on the critical analysis of journalism, rather than the practice of journalism"
 - ▶ Students shared that the Centennial College year provided them with more of the training, skills, and mentoring they had hoped to gain earlier in the program
 - ▶ The scheduling of the Senior Seminar in Journalism (JOUD10H3) in winter term following three intensive semesters at Centennial College is seen as a possible risk for learning loss among students
 - ▶ "While there are career modules in the Centennial College courses, there appeared to be little attention paid to career planning and preparation within the UTSC curriculum"
 - ▶ Pathways for possible graduate study do not appear to be clearly communicated to students
- Assessment of learning
 - ▶ Many UTSC-delivered courses rely on more traditional university assessments such as academic essays and exams as opposed to more practical project-based assessments that would better prepare students for their intensive practice in Year 3 at Centennial College
 - ▶ Students shared some dissatisfaction with repetitive reporting assignments at Centennial College and would prefer more variety
 - ▶ Student workload appears to be higher at Centennial College than UTSC with students struggling to adjust to new demands and expectations
 - ▶ Centennial College's extra-curricular requirements can sometimes result in competing priorities for students that impacts other courses
 - ▶ "Experientially, competitor programs have created program designs that allow students to engage in both theory and practice throughout the four years of this program, ensuring that students remain engaged with their major and honing practical skills over time"
- Student engagement, experience and program support services
 - ▶ The transfer of care for when students move between institutions is unclear for administrative and support staff, which leads to confusion for students
 - ▶ Interviewed students recalled negative comments from UTSC faculty regarding the decline or "death" of journalism, which they found discouraging

The reviewers made the following **recommendations**:

- Objectives
 - ▶ Increase collaboration between faculty at both institutions in order to blend theory and practice throughout the degree
- Admissions requirements
 - ▶ Remove the personal statement requirement for admissions to better align with competitor institutions
 - ▶ Reviewers recommend cross-promotion of the specialist program, the non-specialist journalism major, with clear information about their pathway procedures, program requirements and other important details
- Curriculum and program delivery
 - ▶ Reviewers advise easing the transitions between theoretical content years to skills years and back by including skills-based classes earlier in the curriculum co-taught by partners, as well as combined projects towards the end of the degree program
 - ▶ Explore leveraging the professional experience of Centennial College faculty in Years 1 and 2 of the program through guest lectures or workshops
 - ▶ UTSC and Centennial College are encouraged to work together to “reduce friction felt by students as they move into Year 3”
 - ▶ “Likewise to UTSC bringing Centennial faculty into their classrooms, faculty expertise from UTSC might participate in courses at Centennial”
 - ▶ Reviewers recommend expanding the Senior Seminar in Journalism to a full-year, one-credit offering “so that students can continue to hone their skills as they wrap up the degree”
 - ▶ “Consider relocating the skills core at the end of the program”
 - ▶ Continue expanded approach to work placements in communications and social media, and further integrate placement opportunities by partners
 - ▶ “Improve administration of internship programs to centralize departmental oversight over student declaration”
 - ▶ “Make clearer conceptual (curriculum, goals, and professional profiles) demarcation between the joint journalism program and other journalism programs offered by each partner”
 - ▶ Reviewers suggest the Centennial College faculty team provide additional flexibility concerning the extra-curricular newsgathering demands of the program when and where possible
 - ▶ Reviewers encourage the UTSC program team to explore ways of incorporating more networking opportunities for students and to assist students in portfolio preparation during the final year of the program
 - ▶ UTSC faculty, staff and administration should consider and promote possible pathways to graduate studies for students in the joint program
- Assessment of learning
 - ▶ Clarify grading appeals processes between the two institutions
 - ▶ Reviewers encourage UTSC faculty to consider alternative pedagogical approaches and assessments to give students greater opportunities to practise basic journalism skills

- Student engagement, experience and program support services
 - ▶ Improve transparency surrounding support systems as students migrate from one institution to another
 - ▶ “Establish a joint librarian hub that can provide information and resources for joint program students. At minimum, provide a centralized information system (website) for the program”
- Quality indicators – alumni
 - ▶ Reviewers encourage tracking joint program alumni and networking to help current students get a sense of opportunities in the field
 - ▶ “Identifying high profile graduates in the media industry is an opportunity to show the value of the program and help with promotion among parents and prospective applicants”

2. Graduate Program(s) n/a

3. Faculty/Research

The reviewers observed the following **strengths**:

- Overall quality
 - ▶ “Faculty at both institutions are highly qualified, with strong academic or professional backgrounds, both at the local and international level”
- Research
 - ▶ UTSC faculty display a level of research productivity that is appropriate for a research institution
 - ▶ The professional experience and focus of Centennial College faculty “seem ideal for the teaching of journalistic research skills”
 - ▶ The level of research activity by academic faculty overall is comparable to other Canadian and worldwide institutions
- Faculty
 - ▶ Faculty teaching load at UTSC appears appropriate for both tenure stream and teaching stream faculty
 - ▶ Reviewers commented on the strength of UTSC faculty, particularly in equity-related issues, a growing area of scholarship
 - ▶ Centennial College faculty have decades of professional experience, and many contract faculty continue to work as journalists

The reviewers identified the following **areas of concern**:

- Research
 - ▶ “While extant research is appropriate, it would be ideal if there were a tighter fit between the faculty’s research agenda and journalism concerns”
- Faculty
 - ▶ Reviewers remarked on the small number of UTSC faculty directly involved with the program, which needs to be addressed

- ▶ The Centennial College faculty complement appears appropriate but faces the challenge of “articulat[ing] the content taught by different part-time instructors into a seamless experience”

The reviewers made the following **recommendations**:

- Faculty
 - ▶ Reviewers understand there is a planned tenure-track hire in the works at UTSC and recommend focusing on candidates who have professional experience working as journalists

4. Administration

Note: Issues that are addressed through specific University processes and therefore considered out of scope for UTQAP reviews (e.g., individual Human Resources issues, specific health and safety concerns) are routed to proper University offices to be addressed, and are therefore not included in the Review Summary component of the Final Assessment Report and Implementation Plan.

The reviewers observed the following **strengths**:

- Relationships
 - ▶ Reviewers applaud the long-term commitment of both UTSC and Centennial College in delivering this program, acknowledging the administrative and governance level work
 - ▶ “Through visionary leadership and a commitment to navigating the challenges of these types of partnerships, the fields of journalism, professional communications, and content curation have benefited from this unique model of theory, skills, and practice”
 - ▶ Morale at Centennial College appears to be high, with faculty and administrators working together effectively on behalf of the program; students spoke highly of their relationships with Centennial College faculty and staff
 - ▶ Centennial College maintains strong relationships with external industry organizations and employers, enabling work-integrated learning opportunities for students
 - ▶ The published work of students through Centennial College’s *The Toronto Observer* and other media outlets “provides demonstrable impact to local and national communities”
- Organizational and financial structure
 - ▶ The program is well-resourced across both institutions and the financial structure as outlined in the MOU appears sufficient to support the program
 - ▶ Physical spaces, equipment and technology are readily provided to students at Centennial College
 - ▶ Overall staffing appears sufficient at Centennial College

- ▶ The Joint Committee is an important oversight body for the program that meets twice a year to discuss key issues and planning
- Long-range planning and overall assessment
 - ▶ Administrators at both institutions indicated a commitment to the program in the long term. “Both groups of leaders recognized the value of the program and institutional partnership to support student learning and success and ensure the program remains viable”
- International comparators
 - ▶ Reviewers observed that the joint program measures up solidly when compared to similar journalism programs in the province, and across Canada

The reviewers identified the following **areas of concern**:

- Relationships
 - ▶ Reviewers observe a weakness in the relationship and overall collaboration between UTSC and Centennial College, further strained by the challenges of COVID-19, that has left students feeling “adrift and unseen”
 - ▶ “The program is best served when the relationship between the institutions is open and collaborative. The relationship appeared to have eroded in recent years”
 - ▶ Students, faculty and administrators appear to lack a feeling of joint purpose for the program and seem to demonstrate more of an institutional affiliation
 - ▶ Students expressed challenges finding and building community in the initial years of the program, some only meeting fellow cohort members in the third year of their studies
 - ▶ “Other than the Program Manager at UTSC, students said they had no opportunities to connect with faculty. UTSC faculty also expressed concerns with the lack of interest and recognition of the program among other Media Studies faculty”
 - ▶ The joint program is relatively unknown in industry circles; two members of the review team were completely unaware of its existence prior to being asked to participate in the review
 - ▶ There appears to be a disconnect at UTSC between faculty and administrators, possibly due to turnover in key roles
 - ▶ While there currently appears to be a willingness to improve relations, UTSC faculty indicate “they have been excluded from key program-related meetings and decision-making opportunities over the past 24 months”
 - ▶ UTSC relationships with industry organizations and employers appears indirect
- Organizational and financial structure
 - ▶ Staff members reported some space utilization pressures at UTSC, though it does not appear to be significantly impacting the program at present
 - ▶ There is no dedicated production space or equipment for the program at UTSC
 - ▶ “The reviewers found that Centennial [College] has made considerable effort to involve UTSC in decision-making related to the program. UTSC, meanwhile, may need to review its processes and procedures to meet this expectation of shared governance, as outlined in the MOU and noted in recommendations from the last review”

- International comparators
 - ▶ Reviewers note that the UTSC/Centennial College split gives a greater focus to “the critical and research-led study of journalism, in contrast to the industry-oriented skills training on which many J-schools concentrate... not necessarily a selling point for young people who are assessing an increasingly perilous job market”
 - ▶ “The lack of public awareness of the UTSC/Centennial specialist program is a significant problem”

The reviewers made the following **recommendations**:

- Relationships
 - ▶ Reviewers encourage both institutions to recommit to engaging in effective collaboration with increased communication
 - ▶ “Provide regular and ongoing connections for faculty to collaborate to reinforce learning across the years of the program and integrate theory and practice”
 - ▶ “This sense of community among the students, alumni, faculty, and program supporters (internship employers) needs to be nurtured and strengthened.”
 - ▶ Consider establishing working groups that would report to the Joint Steering Committee to address issues surrounding the academic partnership and promote accountability
 - ▶ Intensify combined marketing efforts and build the reputation of the program through industry outreach to encourage enrolments
- Organizational and financial structure
 - ▶ Reviewers suggest convening a retreat of joint program leadership and instructors “to develop a conceptual map for the program”
 - ▶ Increase integration between program partners in curricular coherence and delivery
 - ▶ Reviewers recommend that the joint program work with the UTSC Library to help students access production space and equipment
 - ▶ Reviewers encourage current UTSC program leaders to consider contingency and succession planning for key academic administrative roles to ensure adequate knowledge transfer
 - ▶ Reviewers recommend hiring additional adjuncts at UTSC to support the program who are either practising journalists or who have recent sector experience
- Long-range planning and overall assessment
 - ▶ Reviewers encourage aligning faculty research agendas more closely with the joint program curriculum, and ensuring new faculty have recent practical industry experience
 - ▶ The program should consider targeted outreach to high schools through media groups or clubs, and promote the specialist option more broadly “in the wider Media Studies department”
 - ▶ Increase industry involvement at UTSC to retain currency within the program given recent shifts in the industry
 - ▶ Consider intentionally engaging alumni to enhance program reputation to help with enrolments and retention

2 Administrative Response & Implementation Plan



UNIVERSITY OF
TORONTO
SCARBOROUGH

Office of the Vice-Principal Academic and Dean

September 27, 2023

Dr. Susan McCahan
Vice-Provost, Academic Programs
Office of the Vice-President and Provost
University of Toronto

Dean's Administrative Response: External Review of the Journalism Specialist program, University of Toronto Scarborough (offered jointly with Centennial College)

Dear Susan,

Thank you for your letter of June 8 requesting my administrative response to the external review of the Journalism Specialist program (offered jointly with Centennial College). I want to thank the review team - Professor Terry Flynn, DeGroot School of Business, McMaster University, Professor Michelle Grimes, Conestoga College, Professor Hernando Rojas, University of Wisconsin Michigan, School of Journalism and Mass Communication, Kathy Vey, Freelance Journalist, and Adeline Alexandra Burpee, Student Reviewer - for their consultation with the Department during the site-visit, held from November 23-24, 2022, and for their Report, which was finalized on January 30, 2023, and shared with the Department.

We deeply appreciate the reviewers' recognition of the "vision, determination, and patience" of leadership at both UTSC and Centennial College, and the commitment to "developing well-rounded and successful graduates." The reviewers also highlighted the advantages to the program of combining the strengths of both institutions and the academic and professional qualifications of faculty in the program. They also highlighted the value of placement roles in the program as a particular success, and key motivator for students to choose the program.

The report from the review team identifies several areas for enhancement and development, including improving clarity and mapping of the program, relationship building between both institutions, improving the sense of community within the program, enhancing student supports and career planning, and promotion of the program.

With this letter you will find below a table which summarizes the responses to the specific recommendations of the reviewers, and their anticipated timelines for implementation. This response has been developed with the Chair of the Department of Arts, Culture and Media in close consultation with counterparts at Centennial College, through a preliminary business meeting in May 2023 with program administrative leaders from both institutions and a retreat with continuing faculty from both UTSC and CC in August 2023.

Once again, I thank the review team for their insightful and valuable review of the program. I look forward to supporting the Department, and working together with leadership at Centennial College, in implementing their recommendations.

The Dean's Office will monitor the implementation of recommendations through ongoing meetings with the Chair of the Department of Arts, Culture and Media and regular meetings with the Joint Programs Steering Committee (UTSC/CC). An interim report to the Office of the Vice-Provost, Academic Programs will be prepared in the **Fall of 2025**. The next external review of the program will take place in the **2027-28** academic year, together with the external reviews of the Department's programs which are offered jointly with Centennial College.

Sincerely,

A handwritten signature in black ink, appearing to read 'W. Gough'.

William Gough
Vice-Principal Academic & Dean



2022-23 UTQAP Review of the UTSC Journalism Specialist program (offered jointly with Centennial College) - Review Recommendations

Please do the following for each recommendation in the table:

- If you **intend** to act on a recommendation, please provide an **Implementation Plan** identifying actions to be taken, the time frame (short, medium, long term) for each, and who will take the lead in each area. If appropriate, please identify any necessary changes in organization, policy or governance; and any resources, financial and otherwise, that will be provided, and who will provide them.
- If you **do not** intend to act on a recommendation, please briefly explain why the actions recommended have not been prioritized.
- In accordance with the UTQAP and Ontario's Quality Assurance Framework, "it is important to note that, while the external reviewers' report may include **commentary** on issues such as faculty complement and/or space requirements when related to the quality of the program under review, **recommendations** on these or any other elements that are within the purview of the university's internal budgetary decision-making processes must be tied directly to issues of program quality or sustainability" (emphasis added)
- You may wish to refer to the [sample table](#) provided by the Office of the Vice-Provost, Academic Programs

Request Prompt <i>verbatim from the request</i>	Rec #	Recommendations from Review Report <i>verbatim from the review report</i>	Unit Response (in consultation with CC)	Dean's Response (in consultation with CC)
The reviewers noted a potential lack of clarity for prospective applicants regarding the differences between the joint program and other journalism-related programs at each partner institution. They recommended that UTSC and Centennial collaboratively develop a conceptual map of the joint program, and make clearer conceptual demarcation (around curriculum, goals, and professional profiles) between the joint program and related offerings.	1	"Make clearer conceptual (curriculum, goals, and professional profiles) demarcation between the joint journalism program and other journalism programs offered by each partner."	Centennial College and UTSC agree that there is need to coordinate and develop a communication plan for the joint program. Rather than situate this joint program in relationship to other programs, this communication plan would instead highlight its distinctiveness and strengths. Short to medium term (1-2 years) The partners have resolved to create a communication plan that clearly articulates a unified vision and mission for the program, which will then be included in the partners' respective websites, and in recruitment and promotion materials.	The Dean's office supports these planning efforts and will continue to work with the Department to coordinate consultations with Centennial College during the next two years. This will be managed by supervising the soon to be hired Joint Programs Coordinator who will work closely with the current Academic Partnerships Coordinator (their counterpart at Centennial College) to oversee administrative functions related to all UTSC/Centennial Joint programs. The Dean's office will receive regular updates on curriculum development through the Joint



	2	“Convene a retreat of joint program leadership and instructors to develop a conceptual map for the program.”	<p>A planning meeting with joint program leadership was held in May 2023, during which planning for a retreat was initiated. This day-long retreat took place in August 2023, during which discussions brought to light four key themes that will form the basis for further conceptual mapping. These themes are: collaboration; integration; communication; and promotion.</p> <p>Short to medium-term (2 year): Joint program leadership will continue consultations to produce a conceptual map of the program focused on these four themes.</p>	Programs Steering Committee and its program sub-groups.
The reviewers recommended removing the personal statement requirement for admissions, to better align with competitor institutions.	3	“Remove the personal statement requirement for admissions to align with competitor institutions.”	<p>Joint program leadership confirms that there is no personal statement requirement for admissions. That this recommendation was in the report underscores the urgent need for a communication plan, to avoid this misunderstanding of joint program requirements.</p> <p>Short-term plan (2-year).</p> <p>Joint program websites and all communication will be updated to clarify requirements.</p>	The Dean’s office supports the Department’s direction, to update how program requirements are communicated. Collaboration and engagement with Centennial College is a shared priority for all Joint Programs. The Joint Programs Steering Committee is an ideal forum to support engagement between institutional partners and progress updates on implementation of review recommendations.
The reviewers observed that collaboration and relationship building between the partners had become lower priority during the COVID-19	4	“A recommitment to engaged and effective collaboration between the institutions is crucial to the future success of the program.”	At the joint program retreat in August 2023, continuing faculty, leadership, and staff affirmed their commitment to collaboration.	



<p>pandemic. They emphasized that “a recommitment to engaged and effective collaboration between the institutions is crucial to the future success of the program” and made a number of recommendations related to enhancing coordination, including:</p> <ul style="list-style-type: none"> • Exploring ways to increase communication between program partners, and to enhance strategic integration between the institutions in curricular coherence and delivery; • Exploring ways to ease the transition for students between the more theoretical segments of the program and those that are skills-focused; • Providing regular and ongoing opportunities for faculty to collaborate, to reinforce learning across the years of the program, and to integrate theory and practice; • Clarifying the grading appeals process between the partners; • Considering the establishment of mechanisms to address issues and promote accountability. 	<p>5</p>	<p>“Increase communication between program partners.”</p>	<p>Discussion identified concrete ways to collaborate, including:</p> <ul style="list-style-type: none"> • a meet & greet at the start of the Fall semester, alternating between both institutions, to provide instructors the opportunity to build connections and share experiences • communication between partners about plans for upcoming classes and opportunities for guest talks in each other’s courses • sharing of resources to establish and support a joint program speakers’ series hosted at both partnering institutions <p>Ongoing:</p> <p>To foster collaboration, it is important to increase communication between program partners. Accordingly, faculty and staff commit to holding and participating in regular meetings and annual retreats, including the twice annual Program Update Meetings and Joint Steering Committee meetings, as required. These gatherings provide opportunities for relationship-building and for cultivating synergies between partners.</p>	
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	6	“Increase integration between program partners in curricular coherence and delivery.”	<p>Short term and continuing:</p> <p>We will foster integration between program partners in curricular coherence and delivery by:</p> <ul style="list-style-type: none">• promoting the joint program to students who have not yet declared a major, with guest visits from Centennial Faculty in courses such as MDSA01H3 (Introduction to Media Studies), MDSA02H3 (History of Media), JOUA01H3 (Introduction to Journalism and News Literacy I) course title) and JOUA2H3 (Introduction to Journalism II).• identifying core courses in the joint program as well as special skills-enhancement workshops at partner institutions where faculty might conduct class visits and give guest lectures.• collaborating on a speaker series that the partnering institutions would co-fund and co-host, with Centennial College contributing \$300 and UTSC contributing \$1000 from PIE funding.• leveraging existing co-curricular programs at both institutions, such as the ACM Engage student mentorship opportunity and skills-enhancement programs to ensure joint program students are welcomed and supported. Centennial College also	The Dean’s office supports the Department’s proposed strategies to promote curricular coherence and delivery.
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			features a graduates’ panel each September for students new to the institution, in which faculty answer students’ questions and address concerns.	
	7	“In Years 1 and 2, students take one credit of required courses related to journalism or media studies. With three or four notable exceptions, some courses required for the specialist program are wider ACM offerings and either touch on journalism, or focus on the critical analysis of journalism, rather than the practice of journalism. Leveraging the professional experience of Centennial faculty, through guest lecturing or workshops, is an opportunity worth exploring.”	<p>Ongoing</p> <p>As discussed in point 6, the joint program will enhance communication between partners to leverage synergies through guest lectures, integrated workshops, and a speaker series to be hosted at both institutions. The communication plan will also correct any misunderstandings of a split between research-led skillsets inclusive of theory/analysis and industry-oriented practice-based skillsets. The partners affirm that research skills, theoretical understanding and critical analysis are integrally linked to practice and are committed to supporting each other in this joint narrative.</p> <p>The communication plan will clarify the complementary contributions of the partners to the curriculum: at UTSC, students learn how stories are covered and at Centennial College, students learn how to cover stories.</p>	The Dean’s Office supports the Department’s proposed strategies, as noted above.
	8	“Likewise, to UTSC bringing Centennial faculty into their classrooms, faculty expertise from UTSC might participate in courses at Centennial.”	<p>Ongoing</p> <p>The retreat emphasized the need for open channels of communication to enable faculty</p>	The Dean’s office supports the Department’s proposed strategies and will work with them



			<p>at both institutions to identify curricular synergies and guest lecturing opportunities between the partners. In addition, partners identified the following courses where expertise from Centennial College partners would be welcomed in the form of guest lectures:</p> <ul style="list-style-type: none"> • JOUB24H3 Journalism in the Age of Digital Media • JOUB39H3 Fundamentals of Journalistic Writing <p>Short-term (1-2 years) and ongoing</p> <p>Centennial College is also planning to add a hands-on lunch and learn for UTSC students in first/second year that utilizes mobile journalism equipment and 360-degree cameras. Faculty there will incorporate this feature in Mobile and Social reporting (CJRL 706) regarding journalists’ ethical codes and responsibilities, and in Advanced Reporting (CJRL 715), particularly around addressing misinformation in social media.</p> <p>For a more detailed discussion, see point 6.</p>	<p>to enable contributions from Centennial College instructors.</p>
	9	<p>“Ease transition from the more theoretical years to the skills year and back. Potential solutions include earlier skills classes co-taught by partners, as well as combined projects at the end.”</p>	<p>See point 7.</p>	<p>Supported as noted in point 7.</p>



	10	<p>“Consider relocating the skills core at the end of the program.”</p>	<p>During the joint program retreat, continuing faculty confirmed that sequencing was appropriate, in terms of overall program learning outcomes.</p> <p>Short term (1-2 years) and ongoing:</p> <p>In the final year of the program, faculty from Centennial College will be invited to share their expertise through participation in a practice-based workshop held at UTSC, From Practice to Professional” or “From Practice to Portfolio.” This form of collaboration will further foster integration between analytical and practice-based skills throughout the four years of the joint program.</p>	<p>The Dean’s office supports the Department’s direction for curriculum development.</p>
	11	<p>“The reviewers recommend that the institutions work together to reduce friction felt by students as they move into Year 3.”</p>	<p>Ongoing:</p> <p>The joint program partners affirm their commitment to working together to support students as they move between institutions, and will further bolster initiatives designed to ease the transition such as:</p> <ul style="list-style-type: none"> • Two orientations a year held jointly by the partner institutions, including an information session in June, when enrolment begins, and orientation in August. • The graduate panel at Centennial College noted in point 6 will also help relieve this perceived friction. 	<p>The Dean’s office will continue to support the Department’s outreach efforts by working with the soon to be hired Joint Programs Coordinator at UTSC and the Academic Partnerships Coordinator at CC who will organize orientation events with UTSC and CC participants.</p>



			<ul style="list-style-type: none"> Centennial College also provides a thorough campus tour and help transitioning onto Centennial services, such as secure wireless, learning supports, counselling services, security passes, and specific library services specific to journalism students. 	
12	“Provide regular and ongoing connections for faculty to collaborate to reinforce learning across the years of the program and integrate theory and practice.”	See points 6, 7, and 8.		Supported as noted above.
13	“Clarify grading appeals process between the partners.”	<p>Short term and ongoing (1-2 years)</p> <p>A revision to the Memorandum of Understanding is in progress that will help clarify that joint program students are required to follow UTSC grading appeals policy and processes. To ensure that these processes are followed, Centennial College faculty will be provided with a copy of this policy.</p>		Work on the updated MOU, which included updated language about grading and administration of the Joint programs, was completed over the Summer of 2023 and is currently in review with the Office of the Vice Provost, Academic Programs. The final MOU is expected to proceed to governance in Fall of 2023.
14	“Consider working groups reporting to the Joint Committee to address some of the issues and promote accountability.”	<p>Ongoing</p> <p>Leadership confirmed there is already a working group that meets twice a year. During the retreat, instructors and staff resolved to bolster their commitment to this working group by adding a retreat and meet</p>		This work is ongoing and supported by the Dean’s Office as noted above. The program sub-groups of the Joint Programs Steering Committee are convened twice each year and are the ideal forum for promoting accountability and inviting progress updates.



			<p>& greet to these meetings and by participating more regularly and actively.</p>	<p>The Dean’s Office supports the strategies identified for engaging students and communicating opportunities within the program.</p>
<p>The reviewers highlighted that a sense of community among students and faculty at both institutions, as well as alumni and industry partners is critically important to the success of the joint program, and should be nurtured and strengthened. They noted a particular opportunity for UTSC to encourage greater student interaction and connection with faculty and staff.</p>	<p>15</p>	<p>“This sense of community among the students, alumni, faculty, and program supporters (internship employers) needs to be nurtured and strengthened.”</p>	<p>Ongoing</p> <p>The joint program agrees that this sense of community is a strength that can be further fortified. Towards this end, we will develop existing initiatives such as “Networking Nights”, an event that integrally connects both partners, and which is designed to connect students with recent graduate, to nurture relationship building. We will also support moving this event to Centennial College. We will also hire a work study student compile a database of recent graduates as well as develop a LinkedIn page for the program to cultivate and strengthen connections with current students and graduates.</p>	
	<p>16</p>	<p>“Community building and bonding is a critically important part of this experience for all those involved, including students, faculty, and administrators.”</p>	<p>See note 15 on cultivating community among students and note 4 on relationship building for faculty and administrators.</p>	
	<p>17</p>	<p>“Students spoke highly of the relationships they had built with faculty and staff at Centennial. Other than the Program Manager at UTSC, students said they had no opportunities to connect with faculty.”</p>	<p>Ongoing</p> <p>There are currently two large events designed to foster close connections between joint program students and faculty at UTSC: ACM’s Mentor Sessions and the Department Open House. This is in addition to core courses that have limited enrolment caps,</p>	



			<p>which afford students the opportunity to work closely with faculty. The joint program will promote these initiatives further to address the gap between what is offered in terms of connecting with faculty and students' perceptions. This gap further attests to the need for a more robust communication plan, which the joint program will develop and implement within two years.</p>	
	18	<p>"On the UTSC side, the small number of people directly involved with the program has been a hindrance that needs to be addressed."</p>	<p>Ongoing At UTSC, all continuing faculty members in the joint program are directly and actively involved in its planning and oversight.</p>	<p>The Dean's Office is grieved that clearly some students have received a less than stellar experience in the program. The pandemic with limited faculty and staff availability may have contributed to this. The Dean's Office is pleased with the engagement of the faculty and staff with Centennial counterparts during this review process.</p>
<p>The reviewers observed that Centennial has made considerable efforts to involve UTSC in decision-making related to the program; however that UTSC "may need to review its processes and procedures to meet this expectation of shared governance as outlined in the MOU and noted in recommendations from the last review."</p>	19	<p>"The reviewers found that Centennial has made considerable effort to involve UTSC in decision-making related to the program. UTSC, meanwhile, may need to review its processes and procedures to meet this expectation of shared governance, as outlined in the MOU and noted in recommendations from the last review."</p>	<p>Ongoing During the retreat, the partners agreed that all curricular decisions about the joint program have been made consultatively and collaboratively in compliance with processes and procedures in fulfilment of the expectation of shared governance. The joint program further affirms that the fundamental principles of collaboration and reciprocity will continue to guide the partnership.</p>	<p>The Dean's office will work with the Department and Centennial proponents to review curriculum changes, and ensure consultation is completed before proceeding with proposals.</p>



	20	<p>“At UTSC, there have been many changes among roles responsible for leading this program, including the program director, departmental Chair, and other key positions. It will take time for those new to these roles to acclimatize to their positions, and learn the operational and historical nuances of the program. The reviewers recommend current leaders consider contingency and succession planning for these roles, so that there is adequate knowledge transfer in future.”</p>	<p>Ongoing</p> <p>At the retreat, partners resolved to develop processes for documenting the operational and historical nuances of the program and to assist with onboarding newly appointed persons in their role. Towards this end, the joint program will work on updating the Handbook. Additionally, the Joint Programs Coordinator will support these endeavors.</p>	<p>The Dean’s Office supports the Department’s efforts in response to this recommendation.</p>
<p>The reviewers made a number of recommendations related to enhancing student supports, such as further integrating placement opportunities; strengthening the administration of internship programs; exploring the establishment of a centralized information system for the joint program; clarifying how and where students should seek advice; and systematically tracking alumni outcomes to help students better understand the variety of opportunities in the field. They noted opportunities for UTSC specifically to enhance career planning and preparation supports for students.</p>	21	<p>“Further integrate placement opportunities by partners.”</p>	<p>Long-term (3-5 years)</p> <p>Centennial College, which oversees placement opportunities for joint program students, will consider capacity in terms of resourcing and staffing for further integrating this element of the curriculum.</p>	<p>The Dean’s Office supports these strategies identified and will monitor progress through the Joint Programs Steering Committee. Centennial proponents are best placed to recommend changes and scope for placement opportunities.</p>
	22	<p>“Improve administration of internship programs to centralize departmental oversight over student declaration.”</p>	<p>Ongoing</p> <p>At Centennial College, a placement coordinator regularly keeps in touch with industry partners and organizes placement opportunities for students. While students bring ideas and connections, which are subsequently reviewed by the placement coordinator. This structure ensures that students are not solely responsible for finding their own placements and are supported in meeting the learning outcomes and overall program goals. In 2023 students were successfully placed in the summer session.</p>	



			Centennial College will continue to work to improve this process and provide support to students who experience challenges in finding placements.	
23	“Establish a joint librarian hub that can provide information and resources for joint program students. At minimum, provide a centralized information system (website) for the program.”		See note 1, which emphasizes the need for a communication plan. As part of this plan, there will be an updated website that features resources to support students.	The Dean’s Office supports these strategies, as noted above.
24	“As there is no dedicated production space or equipment for the program at UTSC, it is recommended that the program work with the UTSC Library to help students access production space and equipment.”		Ongoing UTSC works closely with librarians in the Digital Scholarship Unit and will further deepen this relationship by having librarians visit courses and by having students avail themselves of the Library’s Makerspace which features production equipment and studio space.	The Dean’s Office recognizes the excellent relationship the department has with the Library and supports this enhanced engagement.
25	“Clarify for students how and from whom they should seek advice.”		Short term (1-2 years) and ongoing The Academic Partnerships Coordinator and the Program Manager at ACM are responsible for guiding students through their degree. The development and implementation of a communication plan will help address this confusion. Faculty at UTSC also conducted focus groups discussions with junior and senior students in summer 2023 drawing on ACM funding to better understand students needs. A set of full survey protocols was developed and is	The Dean’s Office supports these strategies, and will work with the soon to be hired Joint Programs Coordinator at UTSC and Academic Partnerships Coordinator at CC to outline a short-term communications plan for the program.



			planned to be conducted in forthcoming terms with incoming, existing, and graduating students.	
26	“Transfer support systems as students migrate from one campus to the other.”	Ongoing The joint program acknowledges the challenges presented by a structure in which two institutions operate according to schedules that do not always align and procedures that are not automatically synchronized. Recognizing this, the joint program is also resolved to ease the transition between institutions as much as possible within this framework. The Program Manager and Joint Programs Co-ordinator are responsible for facilitating transfer support systems as students migrate from one campus to another. It should be noted that, under the terms of FIPAA, confidential student information cannot migrate from one institution to another.	The Dean’s Office recognizes that this is longstanding issue. Efforts have been made to provide clearer expectations for students. This will be facilitated by the hiring of a second Joint Program Coordinator, allowing for one position at each campus, and replacing the current shared position.	
27	“Systematically track joint program alumni and networking to help students expand and explore their understanding of opportunities in the field.”	Ongoing At UTSC, the Development and Alumni Relations Office (DARO) is responsible for alumni relations. Accordingly, the joint program works with administrators from this office to coordinate its networking events. Our plans to further cultivate connections through a LinkedIn hub and through the compilation of a record of graduates will	The Dean’s office will facilitate connections with the Development and Alumni Relations Office (DARO) who can enhance outreach with alumni. The Strategic Enrolment Management Framework will also support these efforts with data about pathways for graduates of the program.	



			complement the work of the Advancement Office.	
	28	“The staff and faculty supporting the placements at Centennial have...expanded the types of placement roles to include those in communications and social media. This helps demonstrate the skills transferability of the students – the reviewers recommend that UTSC and Centennial continue this approach.”	Ongoing The partners confirm their commitment to continuing this approach.	The Dean’s Office supports the proponents as identified above.
	29	“Among the UTSC programming, the reviewers found that outcomes related to Application of Knowledge and Autonomy, and Professional Capacity, respectively, may need additional focus in the curriculum design, through more applied/practical skills application, as well as career planning and support, particularly in Year 4.”	Ongoing At UTSC, core courses in the joint program currently integrate critical/analytical skills with practical/applied skills. The joint program recognizes that there is a misperception about the relationship between these types of skills and that clarification is needed. See notes 6, 7, and 8 about this communication plan. See note 10 about collaborating with Centennial College faculty to host a practical skills workshop in Year 4.	The Dean’s Office supports the proponents in this approach and will engage in curriculum proposal review as noted above.
	30	“To support graduate success and the program’s reputation, the reviewers recommend that the UTSC program team explores ways to incorporate more connections and networking opportunities for students and to assist students in portfolio	See note 10 on the practical skills workshop, which will offer students the opportunity to build a portfolio in preparation for entering the field.	



		preparation suitable for the industry, particularly in the final year of the program.”		
The reviewers observed that “much more could be done to promote the program”, both to prospective students and within the journalism industry itself; and recommended that UTSC and Centennial intensify combined marketing efforts, including better communication of possible pathways to graduate studies.	31	“UTSC faculty might consider alternative pedagogical approaches and assessments to provide students with more opportunity to practise basic journalism skills.”	<p>Ongoing</p> <p>UTSC faculty have won numerous internal and external grants and fellowships to support pedagogical innovation, most notably a 3-year opportunity to pair industry mentors with graduating students in the capstone seminar course, JOUR10, in the final year of the program. At UTSC faculty are committed to pursuing further opportunities to enhance this feature of the joint program.</p>	The Dean’s Office supports these approaches and will continue to support the work of the soon to be hired Joint Programs Coordinator and the Centennial Academic Partnerships Coordinator in coordinating these events.
	32	“Intensify combined marketing efforts.”	<p>Ongoing</p> <p>The joint program will develop and implement a marketing plan that will include intensified marketing efforts, most notably a LinkedIn page for students and alumni. Current efforts at UTSC include, as noted elsewhere, events such as Networking Nights, open houses, ACM Mentors who undertake outreach with local high schools, and orientation sessions. Centennial College will investigate with its marketing department on further forms of support might be available.</p>	
	33	“Much more could be done to promote the program, not only among students and their families, but within the journalism industry itself.”	<p>Short-term (1-2 years) and ongoing</p> <p>The partners agree to promote the program more widely and effectively among students (see note 32) and within the journalism</p>	



			<p>industry. This promotion is already underway, most notably through the embedding of professional mentors in the capstone course, JOUD10.</p> <p>Faculty at UTSC and Centennial College will explore further promotional opportunities at venues frequented by industry professionals, such as the Canadian Communication Association annual conference, International Communication Association annual conference (journalism division), Investigative Reporters and Editors conference, and the Digital Public Interests Collective.</p> <p>Faculty at UTSC and Centennial College serve on the Board of Directors, J-Schools Canada/Écoles-J Canada (https://j-schoolscanada.ca/) and will explore further promotional opportunities through this network.</p>	
	34	<p>“The reviewers recommend cross-promotion for the specialist program, delivered to non-specialist journalism majors, with clear information about pathway procedures, course requirements, and other relevant details.”</p>	<p>We are committed to cross-promotion of the Specialist program to all students taking ACM A-level courses. See note 6 for more details.</p>	
	35	<p>“As the University of Toronto has a plethora of graduate programs, the reviewers suggest that UTSC faculty, staff and administration consider</p>	<p>Ongoing</p> <p>At UTSC there are events currently provided that provide this guidance to further study,</p>	



		possible pathways to graduate studies at the university and promote these options to students.”	most notably through the “Networking Nights” event, which will include Centennial College faculty in planning and implementation. We will continue to develop and host this event and explore the possibility of organizing a companion event, “What’s Next? Careers, Advanced Study, and Beyond.”	
	36	“Building the reputation of the program through industry outreach and connection may help address issues of enrolment.”	See note 33 on connections with and promotion in industry.	These strategies are supported as above.
	37	“Identifying high profile graduates in the media industry is an opportunity to show the value of the program and help with promotion among parents and prospective applicants.”	See note 27.	
	38	“There is ample opportunity for the program to explore partnerships and other scholarly or professional activities involving external partners, leveraging the strength of the University of Toronto brand.”	<p>Short term (1-2 years) and ongoing</p> <p>The joint program is keen to explore further partnerships both within the University of Toronto tri-campus and more broadly within industry. Faculty will consider reaching out to J-Schools Canada and will further network with industry professionals as mentors to pair with students in the capstone seminar, JOUD10.</p> <p>UTSC faculty are also exploring SSHRC Partnership grants as a means to forge partnerships on scholarly and professional activities with external partner organizations</p>	The Dean’s Office supports the Department in this approach.



			ranging from start-ups to institutional media organizations.	
	39	“While nowhere near the size or high profile of the larger players in this field, the UTSC/Centennial program has a distinct opportunity to raise awareness of its collaborative strengths and to increase enrolment by doing so. “	<p>Short term (1-2 years)</p> <p>The joint program is developing a promotions strategy as part of its promotions plan to connect with prospective students and to build relationships with potential industry partners.</p>	
Other recommendations not prioritized in the Request for Administrative Response	40	“The reviewers recommend that [the Senior Seminar in Journalism] become a full-year, one-credit offering, so that students can continue to hone their skills as they wrap up the degree. Additionally, JOUD11H3 could be adapted to provide more journalism-focused research opportunities, such as data journalism or investigative work. Adjustments to either of these courses could involve industry experts or professionals to provide feedback on projects and enhance the reputation of the program.”	<p>Short term (1-2 years)</p> <p>UTSC faculty have been awarded a Teaching Enhancement Grant to adapt JOUD10, the Senior Seminar in Journalism to allow for industry expert mentorship to provide feedback on projects. Recent mentors included journalists from The Toronto Star and prominent freelance journalists.</p> <p>To address the need for skills enhancement in the seminar course, the joint program will consider increasing the schedule of meetings for JOUD10 from two hours to three hours per week, which will afford students more time to undertake applied work and to respond to feedback.</p> <p>Long term (3-5 years)</p> <p>The joint program will investigate the implications of the suggested major change to the Senior Seminar (from 0.5 to 1.0 credit), with a focus on students’ plans for</p>	The Centre for Teaching and Learning (CTL) at UTSC administers Teaching Enhancement Grants. The Dean’s Office will monitor this through the Associate Dean, Teaching and Learning and CTL team.



		graduation, logistics, scheduling, and capacity.	
41	“The reviewers recognized that practising newsgathering cannot take place only during daytime class hours, but suggest the Centennial faculty team provide additional flexibility for students, where and when possible.”	Ongoing Centennial College faculty will continue to bolster efforts to providing multiple pathways for students’ newsgathering assignments, which will afford greater scheduling flexibility to students.	
42	“Planned hire of a tenure-track faculty member. The reviewers recommend that UTSC focus on candidates who have experience as working journalists.”	Ongoing The joint program confirms that this tenure-track position at UTSC – which was postponed in 2023-2024 – is needed in order to further fortify the unique strengths of integrating research with practice.	The Dean’s Office affirms the need for this faculty line and this position is prioritized when fiscal conditions enable us to move forward with the hire.
43	“The reviewers recommend hiring additional adjuncts [at UTSC] who are also practising journalists or have recent sector experience to help fill courses, as needed.”	The joint program leadership confirms that the instructor complement is appropriate to the number of students enrolled.	

3 Committee on Academic Policy & Programs (AP&P) Findings

The spokesperson for the reading group reported that the review summary accurately described the full review, and that the Dean’s administrative response adequately addressed all issues identified. The Reading Group sought additional clarification on several areas of the administrative response, which included concerns about confusion of the differences between this joint specialist program in journalism and other programs in journalism, and how the plan for clarifying the vision and mission for the program would be distributed across the division. The reading group observed that the Unit and Dean’s response seemed disconnected and asked the Unit to address concerns around administrative staffing levels and opportunities to consolidate and enhance community and faculty engagement, and alleviate workload issues in the short term through faculty appointments in other UTSC units. Lastly, the group sought clarification around the CLTA position, and related academic HR and hiring issues.

Thy Phu, Chair of the Department of Arts, Culture and Media responded that the promotions piece was part of the communication plan jointly developed with Centennial College. She explained that UTSC had a journalism studies stream as part of their media studies program and was trying to distinguish from that through the major modification process, which included a proposed renaming of the program to ‘Media and Communication Studies’. Through consultations with Centennial College, they articulated that the UTSC portion provided students with the skills to analyze how stories were told; and the joint program taught students how to tell the stories. Thus, part of the articulation of that plan included the revision of the website content for consistency at both UTSC and Centennial, and through faculty training.

Bill Gough, Vice-Principal Academic & Dean responded that as junior faculty members progressed in their career, and as UTSC moved forward in their complement plan, this would improve community engagement with faculty. Hiring plans had slowed down per previous years, and that CLTAs could be extended if warranted. The HR planning was exploring part-time teaching stream appointments, due to flexibility and that it could lead to longer appointments and permanent status if it was the accepted pathway. They were committed to additional hiring for the program and increased staff support, and that both Centennial and UTSC were moving towards having their own dedicated staff member supporting the joint program, adding to the overall staffing complement.

No follow-up report was requested.

4 Institutional Executive Summary

The reviewers noted that the program has been in operation for 20 years, and “has successfully navigated the challenges and barriers of a university-college partnership in Ontario”; and they recognized leadership from both UTSC and Centennial College “for their vision, determination, and patience in promoting and encouraging these types of academic collaborations.” They observed that both institutions understand the objectives of the program and their respective

roles in developing well-rounded and successful graduates, and that U of T's reputation and quality of scholarship, combined with Centennial's real-life practice and wide-spanning industry connections provide significant advantages to the program. Faculty at both institutions are highly qualified, with strong academic or professional backgrounds; and UTSC's strengths in equity-related issues were highlighted. The Centennial Program Advisory Committee ensures that the program remains current with industry needs, and anticipated new course options at UTSC are expected to enhance program flexibility. Finally, the reviewers noted that staff and faculty supporting placements at Centennial have expanded the types of placement roles to include those in communications and social media, and that students praised work placements as a highlight of the program and a key reason they choose to enrol at UTSC.

The reviewers recommended that the following issues be addressed: developing a collaborative, conceptual map of the joint program that makes clear conceptual demarcations between the joint program and related offerings; removing the personal statement requirement for admissions; enhancing coordination and a recommitment to engaged and effective collaboration between the institutions; nurturing and strengthening a sense of community among students and faculty at both institutions; reviewing UTSC processes and procedures surrounding shared governance as outlined in the MOU; enhancing student supports; intensifying combined marketing efforts, including better communication of possible pathways to graduate studies.

The Dean's Administrative Response describes the Faculty and program's responses to the reviewers' recommendations, including an implementation plan for any changes necessary as a result.

5 Monitoring and Date of Next Review

The Dean's Office will monitor the implementation of recommendations through ongoing meetings with the Chair of the Department of Arts, Culture and Media. An interim report to the Office of the Vice-Provost, Academic Programs will be prepared in the Fall of 2025. The next external review of the program will take place in the 2027-28 academic year, together with the external reviews of the Department's programs which are offered jointly with Centennial College.

6 Distribution

On June 30th 2024, the Final Assessment Report and Implementation Plan was posted to the Vice-Provost, Academic Programs website and the link provided by email to the Vice-Principal Academic & Dean of University of Toronto Scarborough, the Secretaries of AP&P, Academic Board and Governing Council, and the Ontario Universities Council on Quality Assurance. The Dean provided the link to unit/program leadership.