

Periodic Program Review One-Year Follow-up Report for the School of Professional Communication

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Chair: Jessica Mudry
Undergraduate Program Director: Richard McMaster

With contributions from:
Manager of Administration: Cherie Bova
Operations Assistant: Edith Nataprawira
Manager, Academic and Student Affairs: Romina Ishani
Student Affairs Assistant: Laura Baker

The School of Professional Communication submits this One-Year Follow-up Report for its Periodic Program Review (PPR) to the Dean of the Faculty of The Creative School, the Provost and Vice-President Academic, and the Vice Provost Academic.

The School of Professional Communication has made significant progress in responding to the recommendations detailed in its periodic program review. The School has sought input from stakeholders on campus and consensus from faculty members and staff in our program and faculty. ProCom has completed substantial preparatory work for the implementation of its new curriculum. In March 2023, after consulting with the Vice-Provost Academic, ProCom decided its complete curriculum revision package would be submitted in May 2024 for implementation in Fall 2025.

Part I: Response to the Academic Standards Committee Evaluation excerpt from the Senate Agenda

As mandated by the Academic Standards Committee in its evaluation, the School of Professional Communication (ProCom) is providing updates on the following items:

a. Updates on the status of the initiatives outlined in the Implementation Plan

These updates are provided in the table in Part II below.

b. A review of courses approved but not offered to determine if they should be removed from the calendar or incorporated into the program;

On April 24, 2023, ProCom's School Council voted to remove CMN213, CMN214, CMN403, and CMN405 from the course calendar. These courses have never been delivered in the program and play no role in ProCom's revised curriculum.

However, Core Elective Table I courses CMN225 Communication in Place and CMN447 Communication and Law were retained on the calendar for possible future delivery.

c. Update on the plan to address major vs non-major versions of courses with tied sections taught concurrently and differential requisite structures.

The School of Professional Communication has reflected carefully on the role of non-program students in our courses and their impact on our course delivery. ProCom's Curriculum Committee and School Council have discussed this issue at length. The Registrar's Office and the Creative School's Dean's Office have also provided input. Below is a brief summary of our considerations and some outcomes.

Generally, ProCom is moving away from this method of trying to separate program students from non-program students in the same class through different sections and requisites. Our new curriculum path will help to refine our course offerings for program and non-program students.

New curriculum pathway: ProCom's proposed new curriculum pathway includes 19 required courses (vs. 15 required courses in the existing curriculum pathway). Only five courses in the new curriculum pathway are currently available to non-program students. These courses delivered to both ProCom and non-program students are introductory treatments of the subject matter and are suitable for both program and non-program students. Requisites for these courses will be modified or removed.

Interdisciplinary benefits: ProCom students benefit from the perspectives and knowledge of non-program students in communication classes. Therefore, ProCom will welcome non-program students into select ProCom required and core elective courses.

Reduced enrolment: Like many other programs, ProCom faces reduced enrolment in our incoming cohort. Despite this, the program wishes to deliver a rich offering of Core Elective Table I courses. Delivering these core elective courses is particularly important as the program develops concentrations in our degree. ProCom's ability to consistently deliver a range of core elective courses is threatened by reduced enrolments. Inviting enrolment from non-program students in our core elective courses will help ProCom deliver the number and variety of core elective courses our students require.

Future offerings: ProCom will consider developing new courses that introduce fundamental communication concepts to non-program students. These courses will be developed specifically for non-program students and will not be available to ProCom students.

Part II: One-year follow-up responses to the priority recommendations identified in the ProCom BA PPR Final Recommendations and Implementation Plan

Priority Recommendation #1

Enhance experiential learning in the ProCom BA.

Rationale:

Currently, only a minority of ProCom students take the ProCom internship course, which is positioned in the spring/summer term of the second or third year of the degree.

As discussed in the PPR self-study (recommendation 3), students who completed the internship often speak highly of the experience. According to the PRT (recommendations 3.1 - 3.3), enhancing experiential learning should be one of the School's top priorities in the coming years. In its response to the PRT and the School's response, the Dean's office indicated that it supports our exploration and assessment of the options listed below for increasing the number of students who enroll in the ProCom internship and participate in other experiential learning opportunities.

Implementation Actions:

To enhance access to the existing ProCom internship, the program will

- poll the students to find out more about barriers to taking CMN 376 and develop strategies for addressing them;
- explore the possibility of making CMN 376 available in spring/summer of Year 4 (currently it is only available in Years 2 and 3);
- explore the possibility of linking internships to our capstone courses (CMN 480 in fall and CMN 490 in winter);
- improve the student preparation for CMN 376 by encouraging students planning to apply for the internship to take CMN 304 Career Advancement Communication and by liaising with instructors of CMN 200 The Craft of Professional Writing about the possibility of building an assessment into this writing skills and portfolio course that would serve as a sample portfolio piece that would be relevant to an internship.

To create additional experiential learning opportunities beyond CMN 376, the program will

- explore the option of integrating a second optional internship, possibly through the existing faculty-wide internship course (FCD 810);
- consult with Ryerson co-op administration to explore the possibility of adding a co-operative education option to our program.

Timeline

2021/22

- consult with students, alumni, the Dean's office and the PAC to find ways to increase the number of experiential opportunities available to our students while also enhancing our existing internship course.

2022/23

- implement new strategies, based on its consultations in the previous year, to enhance the existing internship. The School will also create additional experiential learning opportunities by creating a new course, providing access to other internship courses in The Creative School and/or by supporting student participation in faculty SRC. As well, the School will look at expanding the purview of the internship and (potentially) redefine it as an "experiential learning" component of the degree which may include research assistantship, or positions with academic supervisors or large, granted Creative School projects.

Responsibility for

a) leading initiative: ProCom Chair, Program Director, Internship Coordinator and Internship Liaison

b) approving recommendation, providing resources, and overall monitoring: ProCom Undergraduate Curriculum Committee, ProCom School Council and Faculty Dean

Status for 1-year Follow-up Report: (To be added as an update 1 year following Senate approval of PPR)

The School of Professional Communication has taken several steps to enhance the experiential learning opportunities in the program.

Career & Co-op Centre presentation to Curriculum Committee (March 7, 2022):

ProCom reviewed the possibility of adding a co-op program to our degree. After discussion in the committee and at School Council, ProCom decided not to integrate a co-op program during this PPR process. ProCom feels that experiential learning opportunities can be developed using existing courses and curriculum modifications. A co-op program option can be considered again in subsequent program reviews.

Consulting with ProCom Course Union (PCCU) (April 3, 2023):

The Chair and UPD met with the student union executive to discuss several issues including low enrolment rates in ProCom's internship course. Students provided useful feedback on barriers to enrolment. These concerns have been shared with ProCom internship coordinators who are revising the internship to respond to these concerns.

Encouraging enrolment and reducing barriers to CMN376 ProCom Internship:

At ProCom's most recent faculty curriculum retreat, ProCom's internship coordinators delivered a plan to increase enrolment in the course. Strategies include improved communication with students, more frequent information sessions, revised application submission dates, lowered GPA requirements, revised interview requirements, multiple internship placements across terms, and alternative methods of meeting preparation requirements. For example, students who have completed CMN304 Career Advancement Communication would not be required to complete Creative School Careers workshops.

Further, ProCom's internship course has accepted a wide range of positions as suitable for consideration, including research assistantships and work within our faculty. Coordinators will do more to communicate the broad range of positions accepted for our internship course.

ProCom will also consider offering internship access at points in the degree beyond the third year.

Mandatory internship?

Finally, ProCom debated the merits of making CMN376 ProCom Internship a mandatory course. The School sees the benefits of this option but is concerned by issues of equity and access. If ProCom can overcome those obstacles, the School will consider making CMN376 ProCom Internship a mandatory course. This would clearly integrate a significant experiential learning element for all students into the program.

Ensuring access to FCD810 Immersion in Communication and Design:

The Creative School's FCD810 Immersion in Communication and Design, an experiential professional field placement course, will be added to ProCom's Core Elective Table I so ProCom students can take a second internship course in addition to CMN376 ProCom Internship.

Curriculum Retreats:

ProCom has held three curriculum retreats to solicit input from faculty members on curriculum revision priorities. At our most recent May 4 meeting, faculty members discussed methods of incorporating experiential learning into our curriculum generally and into our capstone courses specifically.

Experiential learning in fourth-year capstone courses:

ProCom's linked fourth-year courses CMN480 (fall) and CMN490 (winter) have always included an experiential learning dimension because they support the delivery of Signify, our fourth-year student showcase. However, ProCom faculty will revise these courses over the summer, and recommendations will be delivered in August 2023. Several possibilities are being reviewed, including community partnerships, research opportunities, and optional pathways for our capstone courses.

Consultation with Director of Experiential Learning, Anita Abraham (March 23, 2023):

ProCom's UPD met with Anita Abraham who provided guidance on curriculum development to enhance experiential learning.

CMN200, employment skills, and portfolio development:

ProCom's first-year writing course, CMN200 The Craft of Professional Writing (to be re-named Professional Writing I) introduces students to employment search writing skills. Students create written products linked to professional development that can be included in student writing portfolios.

PAC Consultation:

ProCom has not consulted its Program Advisory Committee since November 2021 when the PAC endorsed ProCom's PPR implementation plan. A PAC meeting will be held in Fall 2023 to seek input on ProCom's curriculum revisions and efforts to enhance experiential learning opportunities.

Technology skills benchmarks and experiential learning:

ProCom has incorporated a common set of technology skills into the program that will be expanded over time. ProCom has created benchmarks for technology skills, and students who meet these benchmarks in designated classes will receive a badge. These microcredentials are recorded using the CanCred system and can be shared on student LinkedIn profiles.

- Level 1 skills (Image Producer in Adobe Photoshop, Sound Producer in Adobe Audition, and Video Producer in Adobe Premiere) are delivered in CMN210.
- Level 2 skills (Idea Generator in Miro, Document Designer in Adobe InDesign, and Icon Designer in Adobe Illustrator) are delivered in CMN448.

- Level 3 skills (Web Designer 1 in Adobe XD, Web Designer 2 in WordPress, and Web Designer 3 in WordPress) are delivered in CMN222.
- ProCom plans to incorporate future badges in communicating IDEA (inclusion, diversity, equity, and accessibility), project management, and communicating using artificial intelligence.

New and revised courses:

ProCom’s response to the PPR includes developing new courses and substantially revising existing courses. Faculty members developing and revising these courses over the next four months are aware of ProCom’s intention to deliver more experiential learning opportunities to our students. Further, faculty members have been encouraged to integrate their SRC interests and experiential learning opportunities in these classes. ProCom will review the proposed new courses and revisions in August 2023.

New	Revised
CMNXXX Theorizing Communication I (Semester 2, required)	CMN288 Communication and Social Media (Semester 2, required)
CMNXXX Research Methods I (Semester 3, required)	CMN316 Questioning Data (re-named to “Data Storytelling”) (Semester 4, required)
CMNXXX Professional Writing II (Semester 5, required)	CN414 Interpersonal Communication (Semester 3, required)
CMNXXX Intersectional Approaches to Advocacy (Semester 7, required)	CMN480 Applied Research Methods I (re-named to Capstone I) (Semester 7, required) Considerations .
CMN472 Political Communication and Race (Core Elective Table I)	CMN490 Applied Research Methods II (re-named to Capstone II) (Semester 8, required)

Priority Recommendation #2

Renew the ProCom BA curriculum

Rationale:

Repositioning courses and creating new courses will be necessary to address issues of coverage, redundancies, and timing of course content, and the sense of degree progression (particularly with regard to EDI, software skills, theory, and writing) and also to integrate the

experiential learning option. This recommendation aligns with Self Study recommendation #1 (“Organizing a curriculum that builds each year upon the previous year, with an eye to eliminating curricular overlap.”) and recommendations 3.1 - 3.11 in the PRT report.

Implementation Actions:

The program will

- create new courses to enhance program offerings and revise, rename, or reposition existing courses to improve the sense of progression and development of skills;
- survey courses annually in the spring to identify areas of focus, identify duplicated topics and overlap between courses, and ensure progression from introductory level knowledge and skills to proficiency level throughout the degree;
- review courses that can be paired and label those courses as introductory and advanced treatments of subject matter;
- revise courses or develop new courses to improve program offerings in the areas of writing, digital skills, and EDI.
- develop select, targeted concentrations in science, health, technical communication; social and political communication; strategic and corporate communication; and design and creative communication.
- create a required introductory theory course (Theorizing Communication I) in Year 1 and rename the existing fourth-year theory course (CMN 402) “Theorizing Communication II”;
- In addition to the creation of Theorizing Communication I as a Year 1 required course, Curriculum Committee will review and discuss the possibility of moving several courses on our elective list into the core curriculum to more solidly structure the degree and ensure progression in key areas of professional communication. The proposed changes are as follows:
 - Year 2: change CMN 414 Interpersonal Communication and CMN 306 Risk and Crisis Communication from elective to required
 - Year 3: change CMN 316 Questioning Data and CMN 443 Intercultural Communication from elective to required

- Year 4: add CMN 405 Oral Advocacy as a required course (currently this course is listed as an elective but has not been developed or offered)
- Curriculum Committee will also discuss the possibility of refocusing CMN490 on the development of capstone projects (currently it is both a research methods course and a capstone course), as recommended by the PRT;
- create a critical path for applied skills with required workshops so that students acquire technical skills in production, design, sound, and video;
- develop benchmarks in Adobe CC (mandatory) and writing skills. Once these benchmarks have been established, the School will explore the possibility of creating benchmarks for project management and experiential learning.

Timeline

2021/22

- outline the new streams/clusters in our curriculum and map existing courses in the four years of the program onto these categories;
- develop a call for proposals for new courses which address the priorities identified in our PPR Final Recommendations and Implementation Plan, such as EDI, digital skills, writing, experiential learning, upper-year electives, courses that align with new clusters, and courses based on faculty SRC;
- organize a review of course topics and knowledge/proficiency levels with an emphasis on identifying and reducing overlap between courses in the same cluster or thematic area and increasing the sense of progression from year 1 to 4 in each cluster and across the program as a whole. This review will take place annually from Spring 2022 onwards. The results of the first review will be seen in course delivery beginning Fall 2022;
- support faculty members and the Curriculum Committee as they develop benchmark/certifications for digital skills and writing and integrate them into courses;
- engage faculty who teach courses that will be repositioned (CMN 306, CMN 316, CMN 414, CMN 405 and CMN 443) in discussion about the recommended changes to the position, title and/or description and integrate feedback into course revision proposals, which will be reviewed by our Curriculum Committee by Spring 2022.

2022/23

- share revised curriculum map, including any new stream/clusters and benchmarks that do not require curriculum modifications, with faculty and students in onboarding materials and events in Fall 2022;
- submit to the Academic Standards Committee
 - curriculum modification proposals to reposition courses and change titles and descriptions of CMN 306, CMN 316, CMN 414, CMN 402, CMN 405 and CMN 443;
 - curriculum modification proposal for Theorizing Communication I and any other new course in priority areas;
 - any additional curriculum modifications arising from the annual review process and the integration of clusters/streams, benchmarks;
- launch the benchmarks for writing and digital skills in selected courses (benchmarks for the entire program will be delivered in Fall 2023).

2023/24

- share revised curriculum map, including the finalized streams/clusters and benchmarks, with faculty and students in onboarding materials and events in Fall 2023;
- begin rollout of new curriculum for the first-year cohort;
- launch the benchmarks for writing and digital skills across the entire program.

Responsibility for

a) leading initiative: ProCom Chair, Program Director, Academic Coordinator, Curriculum Committee, Prof. Jane Griffith (writing benchmarks)

b) approving recommendation, providing resources, and overall monitoring: ProCom Undergraduate Curriculum Committee, ProCom School Council, Procom Chair, ProCom Program Director, and Faculty Dean

Status for 1-year Follow-up Report: (To be added as an update 1 year following Senate approval of PPR)

ProCom has spent significant time and effort planning its curriculum renewal to respond to this priority recommendation. ProCom’s current draft of its [revised curriculum pathway](#) is

available for review. The following summary highlights those elements which respond specifically to Priority Recommendation #2 and our proposed implementation actions.

Reducing course overlap and ensuring degree progression:

All of the items that follow respond, in some measure, to the recommendation that our revised curriculum should diminish overlap and redundancies between courses and provide a clear sense of degree and knowledge progression, moving from introductory to more advanced courses. ProCom believes that once we have implemented the actions below, course overlap and repetition will be significantly reduced.

The implementation plan called for an annual survey of courses. ProCom Course Curriculum Leads consult in May to determine whether course revisions are required. The UPD then reviews these course revision proposals. This practice provides some oversight of course topics. Further, the proposed revisions to our curriculum will reduce overlap and ensure progression from introductory knowledge and skills to proficiency. Therefore, no comprehensive survey of course materials has been planned. However, if warranted, this comprehensive survey can be implemented in Spring 2024.

New and revised courses:

ProCom’s response to the PPR includes the development of new courses and substantial revision of existing courses. Faculty members will deliver course materials and revisions for the courses below in August 2023 when they will be reviewed.

New	Revised
CMNXXX Theorizing Communication I (Semester 2, required)	CMN288 Communication and Social Media (Semester 2, required)
CMNXXX Research Methods I (Semester 3, required)	CMN316 Questioning Data (re-named to “Data Storytelling”) (Semester 4, required)
CMNXXX Professional Writing II (Semester 5, required)	CN414 Interpersonal Communication (Semester 3, required)
CMNXXX Intersectional Approaches to Advocacy (Semester 7, required)	CMN480 Applied Research Methods I (re-named to Capstone I) (Semester 7, required) Considerations .
CMN472 Political Communication and Race (Core Elective Table I)	CMN490 Applied Research Methods II (re-named to Capstone II) (Semester 8, required)

Paired courses to emphasize knowledge progression and reduce overlap:

ProCom's revised curricular pathway incorporates paired courses that will be labelled "I" and "II".

- CMN200 Professional Writing I (Semester 1) and CMNXXX Professional Writing II (Semester 5)
- CMNXXX Theorizing Communication I (Semester 2) and CMN402 Theorizing Communication II (Core Elective Table I)
- CMN480 Capstone I (Semester 7) and CMN490 Capstone II (Semester 8)

Adding, removing, and re-positioning courses

ProCom has added new courses and altered the position of several others to help create a more coherent degree.

These decisions were made based on (1) revised priorities in course delivery, (2) ProCom's program balance requirements, and (3) a desire to reserve some courses on the Core Elective Table I to allow students to complete concentrations.

ProCom will offer a required introductory theory course (Theorizing Communication I) in the second semester to prepare those who wish to take Theorizing Communication II (Core Elective Table I) later in the degree.

One EDI-focused course, CMN211 Language and Power (Semester 4), will be followed by a new EDI-focused course CMNXXX Intersectional Approaches to Advocacy in Semester 7.

Further, ProCom's Curriculum Committee and School Council reviewed the implementation recommendations regarding courses and have decided against some of these in favor of other actions.

Adding required courses

ProCom is adding new required courses to strengthen our curriculum:

- CMNXXX Theorizing Communication I (Semester 2)
- CMNXXX Research Methods I (Semester 3)
- CMNXXX Professional Writing II (Semester 5)
- CMNXXX Intersectional Approaches to Advocacy (Semester 7)

Moving courses from Core Elective Table I to Required

- CMN288 Communication and Social Media will be required (Semester 2)
- CMN315 Issues in Organizational Communication will be required (re-named to "Organizational Communication") (Semester 6)
- CMN316 Questioning Data (being re-named) will be required (Semester 4).
- CMN414 Interpersonal Communication will be required (Semester 3).

- CMN306 Risk and Crisis Communication will not be required as was initially proposed in the implementation plan.
- CMN443 Contemporary Intercultural Communication will not be required as was initially proposed in the implementation plan.

Removing courses

Courses that lack a clear focus and contributed to overlaps in course materials are being removed as required courses:

- CMN215 Messages, Modalities, and Media
- CMN325 Communication and the Digital Enterprise
- CMN405 has been removed from the calendar. CMNXXX Intersectional Approaches to Advocacy will be added to Semester 7 to fulfill the role originally envisioned for CMN405.

Improve offerings in writing, digital skills, and EDI:

New and revised courses are designed to address shortcomings in these areas. Further, ProCom has taken the steps below to develop students' skills in these areas.

Writing skills: Required course Professional Writing I in Semester 1 will be bolstered by the required course Professional Writing II in Semester 5.

In addition, Professor Jane Griffith surveyed ProCom courses for writing skills and requirements and wrote a report [Writing in the School of Professional Communication's BA Program](#). This report identifies several actions the program can take to enhance the writing skills of our students including delivering grammar workshops, creating a writing centre, and developing writing benchmarks for our curriculum. Professor Griffith's recent return from leave will facilitate progress on these additional fronts.

Equity, Diversity, Inclusion: Many of ProCom's courses address EDI issues in some measure. CMN211 Language and Power focuses on EDI issues, and it is retained in our revised curriculum. Further, two new courses, one required and one core elective, are offered in our revised curriculum.

- CMNXXX Intersectional Approaches to Advocacy (required, Semester 7)
- CMN472 Political Communication and Race (Core Elective Table I)

Additionally, ProCom intends to identify a group of three or four Core Elective Table I courses focused on EDI matters, and add a calendar requirement that students must take at least one of these core elective courses during the course of their degree.

Digital skills: New and revised courses will include technology skills components. In particular, ProCom intends that the revised course CMN316 Questioning Data (re-named to "Data Storytelling") will incorporate quantitative elements.

Beyond this, ProCom has created benchmarks for technology skills. Students who meet these benchmarks in designated classes will receive a badge. These microcredentials are recorded using the CanCred system and can be shared on student LinkedIn profiles. The skills benchmarks below have already been developed and integrated into three required courses: CMN210, CMN448, and CMN222.

- Level 1 skills (Image Producer in Adobe Photoshop, Sound Producer in Adobe Audition, and Video Producer in Adobe Premiere) are delivered in CMN210.
- Level 2 skills (Idea Generator in Miro, Document Designer in Adobe InDesign, and Icon Designer in Adobe Illustrator) are delivered in CMN448.
- Level 3 skills (Web Designer 1 in Adobe XD, Web Designer 2 in WordPress, and Web Designer 3 in WordPress) are delivered in CMN222.
- ProCom plans to incorporate future badges in communicating IDEA (inclusion, diversity, equity, and inclusion) and communicating using artificial intelligence.

Degree concentrations:

ProCom is working to offer its students concentrations in our degree. ProCom is proposing the following four areas of concentration:

- Design and Creative Communication
- Health, Science and Environmental Communication
- Strategic Communication
- Political and Social Communication

A draft list of courses assigned to each concentration may be found in our [curriculum pathway document](#) under the “Proposed Concentrations” tab.

However, given lower enrolments and financial constraints, ProCom will be challenged to deliver these concentrations immediately. The concentrations cannot be introduced until ProCom is confident that sufficient Core Elective Table I courses can be delivered to ensure students can complete their concentrations. As a preliminary step, ProCom will identify areas of focus for students in program materials shared online.

Curriculum Retreats:

ProCom has held three curriculum retreats to solicit input from faculty members on curriculum revision priorities. The most recent was held on May 4, 2023. The next will be held in August 2023.

These retreats have helped ProCom reach a consensus on curriculum decisions. Further, they have allowed ProCom to align new course development and course re-development with faculty SRC interests. Faculty members have volunteered individually and in small teams to develop new required courses, revise existing

courses to meet the demands of ProCom's new curriculum, **and** integrate SRC materials into undergraduate course delivery.

Priority Recommendation #3

Enhance student experience.

Rationale:

ProCom students enjoy a strong sense of community and cohorts are generally closely bonded, but existing community-building efforts should continue and new activities developed to strengthen the student community. Strong community bonds create better networks of support for students during and after their degree. Shared community experiences and knowledge help prepare students to encounter the challenges of the program in upper years (such as the demands of the capstone project in CMN480 and CMN490). By adding more required courses, as well as creating concentrated specializations create more cohesion among the students as well as creating a stronger base for future alumni support.

Implementation Actions:

The program will work to

- create more opportunities for seminar and studio style classes (in spite of increasing enrolments) to optimize pedagogy, skills development, and engagement and to help prepare students for graduate studies;
- reduce the number of classes that include ProCom majors and non-major students. ProCom will add more required courses exclusively for ProCom students, and develop advanced electives restricted to ProCom students while continuing to deliver foundational elective courses to non-ProCom cohorts;
- increase research-informed course designs and help faculty leverage research strengths and networks to create opportunities for students;
- develop new events and activities that increase the involvement of the ProCom Course Union (PCCU), faculty members, and the Program Advisory Council (PAC);

- strengthen student-faculty relationships and collaborations through, for example, a redefinition or expansion of the internship to include experiential learning through research assistantships.

Timeline

2021/22

- in consultation with the Dean's office, identify opportunities in the program for increasing seminar and studio courses while continuing to deliver required and elective courses to non-ProCom students;
- in consultation with the Dean's office, develop strategies for reducing the number of classes that include ProCom majors and non-ProCom students;
- support preliminary work on research-informed course designs/redesigns through, for example, a call for proposals for new courses which integrate faculty SRC;
- identify opportunities in existing events/activities for increasing the participation of faculty members, the ProCom Course Union (PCCU), the ProCom Alumni Association (PCAA) and the Program Advisory Council (PAC).
- plan and pilot new initiatives to strengthen student-faculty relationships and collaboration in key areas such as course development, SRC, co-curricular events, school governance and EDI initiatives;

2022/23

- submit curriculum modification proposals to the Academic Standards Committee for the following changes:
 - add seminar and studio courses to the program;
 - reduce the number of courses or sections of courses that include ProCom majors and non-projects students (e.g., by changing the prerequisites or the positioning of electives on the Open Elective and Liberal Studies tables);
 - add new courses or revise existing ones to infuse faculty SRC into our curriculum.

- plan and deliver new events/activities which prioritize student interaction and collaboration with faculty members, alumni and/or industry representatives.
- assess initiatives that were piloted in the previous year for strengthening student-faculty relationships and collaboration and, if successful, ensure these activities are embedded in the School's annual events calendar, onboarding processes, governance procedures, etc.

2023/24

- begin rollout of new seminar and studio courses, courses based on faculty-research, as well as electives which were previously open to ProCom and non-ProCom students and will now be restricted to ProCom students;

Responsibility for

a) leading initiative: ProCom Chair, Program Director

b) approving recommendation, providing resources, and overall monitoring: ProCom Undergraduate Curriculum Committee, ProCom School Council, Faculty Dean, ProCom staff.

Status for 1-year Follow-up Report: (To be added as an update 1 year following Senate approval of PPR)

Increase Required Courses

ProCom's revised curriculum will include 19 required courses (as opposed to 15 required courses in the existing curriculum) in addition to 8 courses drawn from Core Elective Table 1. Required and Core Elective courses now constitute 27/40 degree courses or 68% of courses, meeting program balance requirements.

The increased number of required courses will help bond cohorts more closely and create greater, more focused expertise in our discipline.

Concentrations

While all program students will be taking more required courses together, the introduction of concentrations will lead to even more tightly bonded sub-cohorts within the larger program cohort. Students pursuing one of the options below will naturally form networks linked to the courses taken in the concentration and the shared interest in this discipline niche.

- Design and Creative Communication
- Health, Science and Environmental Communication
- Strategic Communication
- Political and Social Communication

ProCom will be challenged to deliver these concentrations immediately. The concentrations cannot be introduced until ProCom is confident that sufficient Core Elective Table I courses can be delivered to ensure students can complete their concentrations. As a preliminary step, ProCom will identify areas of focus for students in program materials shared online.

Seminar and Studio Style Courses

ProCom has targeted several courses that should be delivered as seminar or studio-style courses. ProCom would particularly like to offer this option to students in first-year and again in upper-year courses.

However, substantial and ongoing budget reductions have challenged our program's ability to reduce or even maintain already large class sizes which, in some cases, are delivered to our entire cohort of ~150 students in a single section.

ProCom requests the support of The Creative School and the Vice Provost Academic to allow us to deliver the following courses in seminar format (as is common in other Creative School programs) or reduced section sizes to enhance community and skills development in ProCom:

CMN200 Professional Writing I: first-year required portfolio course in professional writing. Course size should be capped at 30, but recent maximum caps have been 40-45.

CMN211 Language and Power: a first-year required EDI-focused course. The maximum course size should be 50. But recent maximum caps have been 150-180, or for 2023-2024, two sections of 80. ProCom is exploring other delivery models.

CMN414 Interpersonal Communication: this course is designed to develop students' interpersonal skills and will be a required course in our revised curriculum. The course is now delivered as a tied lecture of 2 hours with 1 hour CUPE-led labs. While the 1 hour lab sections of 50 students afford some opportunities for small group work, this will grow untenable when the course is required. The maximum cap on the lab sections should be 30 students.

CMN480 and CMN490: 4th-year capstone courses. These courses have been delivered with a maximum cap range of 100 - 120. While the program is re-designing these courses, they will be focused on experiential learning, and large sections will be extremely demanding for any instructor to deliver. Currently, only one instructor has been willing and able to deliver these courses for the School and has done so since 2016. This method of course delivery does not deliver the rich fourth-year experience ProCom wants for our students, and the school is challenged to find other TFA members to deliver the course as it stands. Budget constraints for the 23/24 year will,

again, require ProCom to deliver CMN480 and CMN490 in single sections to our entire cohort.

Program and Non-Program Students

See the discussion of this issue in Part I above.

ProCom's revised curriculum will see ProCom students taking a greater number of required courses that are not available to non-program students.

However, ProCom will continue to offer some communication courses at introductory levels that will accommodate both program and non-program students.

Additionally, some Core Elective Table I courses will be available to non-program students to increase the likelihood that these courses can be delivered when ProCom confronts significant budget challenges. Enrolment by non-program students will allow ProCom to deliver core elective courses to help students complete their concentrations.

Finally, as discussed above (p. 2), non-program students in selected core elective courses can enhance interdisciplinary learning for ProCom students.

Incorporating Faculty SRC into ProCom Courses

Development and Revision: ProCom's response to the PPR includes developing new courses and substantially revising existing courses. Faculty members developing and revising these courses over the next four months have been encouraged to integrate their SRC interests into these classes. ProCom will review the proposed new courses and revisions in August 2023.

SRC Integration Funding: In the last year, ProCom provided funding for faculty members to integrate SRC interests into courses.

PAC (Program Advisory Council) and PCAA (ProCom Alumni Association) Involvement

ProCom has not increased PAC involvement in our program. Invigorating the PAC and integrating it into our program will be a priority for the coming year. While some ProCom events have invited and involved the PCAA, more opportunities will be created in the coming year to welcome ProCom Alumni to participate in our program.

In addition to taking curricular and academic action, ProCom has also developed a number of student affairs events and initiatives this year to enhance community building for our students.

Student Wellness Events

Two student wellness events were planned and executed in the 2022-2023 academic year. Both of these events were hosted by ProCom in conjunction with the Professional Communication Course Union (PCCU). The PCCU's partnership helped provide a student perspective and improved outreach. Our winter wellness event in particular was very well-attended. This was a drop-in style event for ProCom students centered around mental health and well-being. The goal of the event was to provide students with a stress-free space to decompress and have fun. The event included food, activities, and prize giveaways.

Upper Year/Alumni Mentorship at Orientation

The Student Advising & Student Affairs team at ProCom integrated a small-scale mentorship opportunity into the Fall 2022 Academic Orientation Session for incoming ProCom students. Incoming students were split into groups during orientation and introduced to their "Student Guide". Our student guides were a mix of upper-year and alumni ProCom students who were compensated for their contributions at orientation. The student guides served as mentors for the incoming students. Throughout orientation, new students could meet with their student guides, ask them questions, seek advice, and swap contact information. The student guides finished the day by taking their group of first-year students on a tour of ProCom spaces on campus.

Tri-Mentoring: Professional Communication Networking Group

In March of 2022, our alumni relations officer, T. Lewis Joseph, created a Professional Communication Networking Group in collaboration with the Tri-Mentoring Program to facilitate communication between current students, alumni, and industry.

The Soup Salon IV: Creative Happening

Creative Happening was an effort to showcase short creative projects by members of the larger TMU and local community. It was led by six new faculty members from The Creative School. This included a call for student work for the final showcase, the Creative Happening, that was organized by ProCom's LTFs, M. Jones and Z. Zurba. A ProCom student applied and showcased their work on April 19th, 2023 in The Catalyst.

Design contests

ProCom runs a number of design contests, including an orientation T-shirt design contest and a holiday card design contest. This gives students an opportunity to

practice creative design and contribute to the unity of their cohort. The winner of the contest is also awarded a prize of \$350.

ECI Newsletter

As a collaborative effort between staff members with input from the PCCU and faculty, the newsletter highlights local events, opportunities, and resources with an ECI focus. In the future, we hope the PCCU plays an even greater role in this platform that can amplify student voices.

ECI Student Representative on Awards Committee

As an indication of increased student participation in program planning, a student representative now sits on the ProCom Awards Committee. This year, ProCom created an ECI scholarship. A student representative was invited to join the committee to help draft the terms of the award and select the first recipient.

BA EDI Student Representative (voting) on School Council

ProCom amended its Council bylaws to include a BA EDI Student Representative on Council. This addition helps to:

- address the EDI interests and concerns of the BA cohort;
- encourage greater engagement by students in the governance process; and
- encourage greater engagement by students in the curriculum development and review process.

Priority Recommendation #4

Renew program identity and support its maturation

Rationale:

The Self-Study, the PRT report and the response of the Dean's office agree that many of the issues around curriculum and student experience noted above stem from the fact that the ProCom BA is a relatively new program which was developed alongside the School's ongoing service commitments. In the next few years, the School will prioritize the transition of the ProCom BA from a "startup" to a mature program. To this end, the PRT report, the School's response and the Dean's response highlighted the need for continued onboarding, cohort-bonding, alumni engagement and community-building and support for faculty research to enhance reputation, curricular relevance and vibrancy, and the preparation of our students for graduate studies (3.12 - 3.15 in the PRT report; recommendations 12 - 14 in the program's response to the PRT). The formation of communication clusters and other curriculum renewal initiatives discussed above will also contribute to the maturation of the program.

Implementation Actions:

To enhance community-building, the School will

- continue to provide orientation events and resources, year-end showcases of student work, international collaborations, student-focused EDI initiatives, internship networking sessions, awards celebrations, and other events and activities that have fostered a strong sense of community among the students;
- explore strategies of increasing the involvement of faculty members, our Program Advisory Council, alumni and industry supporters in community-building, professional development and mentorship activities for students.

To prepare students for graduate studies, the School will

- continue to allocate funding (pending budget approval) to faculty for course design/redesign and support SRC efforts by way of formal calls and subsequent adjudication, and continue to involve our faculty SRC Representative and the Catalyst in supporting and showcasing faculty SRC;
- explore strategies for integrating faculty SRC into the development of new courses and clusters of courses in our curriculum.

To support faculty research and its integration into our curriculum, the School will

- continue to prepare students for graduate studies in upper-year required courses on communication theory, contemporary issues in professional communication and research methods as well as electives which are available only to upper-year ProCom students and/or which are cross-listed with our master's program;
- create advanced electives courses designed for upper-year ProCom BA students to deepen their understanding of theory, methods and contemporary issues and to prepare them for graduate studies;
- explore curricular integration of experiential learning opportunities in which students participate in faculty SRC and knowledge translation (KT) activities.

Timeline

2021/22

- continue existing initiatives around community-building, preparation for graduate studies and support for faculty SRC and plan events and initiatives that bring together students, alumni, members of the Program Advisory Council and other industry supporters;
- support preliminary discussion and planning of new upper-year electives, courses that are based on faculty SRC, and experiential learning opportunities that involve students in faculty SRC and KT;

2022/23

- Review and approve new course proposals that address the areas above (preparation for graduate studies and involvement of students in faculty SRC and KT).

Responsibility for

a) leading initiative: ProCom Chair, Program Director

b) approving recommendation, providing resources, and overall monitoring: ProCom Undergraduate Curriculum Committee, ProCom School Council, Faculty Dean, Undergraduate Internship Coordinator, ProCom Alumni and Internship Liaison.

Status for 1-year Follow-up Report: (To be added as an update 1 year following Senate approval of PPR)

Items and actions discussed under Priority Recommendation #4 are also addressed in prior sections. Brief summaries and elaborations will be provided here to highlight particularly relevant actions.

Incorporating Faculty SRC into ProCom Courses

Development and Revision: ProCom's response to the PPR includes developing new courses and substantially revising existing courses. At a recent curriculum retreat, faculty members volunteered to develop and revise courses that coincided with their SRC interests. ProCom will review the proposed new courses and revisions in August 2023.

SRC Integration Funding: In the last year, ProCom provided funding for faculty members to integrate SRC interests into courses.

Preparing ProCom Students for Graduate School

ProCom's revised curriculum is designed to improve our students' preparations for graduate work.

Students will now complete 19 required courses (vs. 15 courses in the current curriculum) and 8 core elective courses. Thus, 68% of courses in the degree program will be focused on core studies. Students will now have a broader foundation of communication studies on which to build graduate work.

Additionally, ProCom is adding specific courses that will create more effective future scholars and working professionals:

- CMNXXX Theorizing Communication (Semester 2): Students will now be introduced to communication theory at the start of their degree. Students interested in graduate work will be well served by taking Theorizing Communication II, a core elective course, in an upper year.
- CMNXXX Research Methods (Semester 3): Students will now be introduced to research methods early in their degree. These skills will be honed in subsequent years, particularly in the final year of the program in the capstone classes.
- CMN316 Questioning Data (being re-named to Data Storytelling): Formerly a core elective course, this course will now be a required course and will add a quantitative dimension that has been absent from our degree.
- CMN211 Language and Power and CMNXXX Intersectional Approaches to Advocacy: Students will now take two required courses focused on EDI topics that will be important precursors to any graduate work.
- Incorporating concentrations into our program will help students find areas of focus that they can then pursue in graduate work.
- Although the course design for the capstone courses CMN480 and CMN490 has not yet been finalized, ProCom hopes to offer students a choice between pursuing a more academically focused capstone project and a capstone project focused on developing professional and/or experiential skills.

Future Course Development

ProCom will continue to develop new courses that build on faculty SRC strengths and that will expose ProCom students to advanced theory, methods, and contemporary issues in the field.

Signify

ProCom's fourth-year student showcase, Signify, continues to play an important role in our program. It unifies our fourth-year student cohort and is an important event that showcases student work and helps ProCom connect with partners at TMU and in the wider community. ProCom will continue to prioritize and promote Signify, even as it is modified. ProCom will retain the experiential learning aspects of the showcase, and it will continue to be tied to the fourth-year capstone courses CMN480 and CMN490, but

ProCom anticipates revising the structure, form, and delivery of Signify as well as its relationship to our capstone courses.

ProCom Events

ProCom will continue to deliver community-building events and seek opportunities to deliver new events and support student initiatives and events.

ProCom Faculty Participation at Recruitment Events

In March of 2023, The Creative School faculty hosted an open house for prospective students. During the open house, ProCom implemented a student work showcase, run by faculty members, to exhibit student work examples and give students an idea of the types of projects they can expect to produce in the program. Our faculty members reached out to their own students to obtain work samples and displayed these during the open house event.

Professor-Student SRC Collaborations

ProCom faculty members continue to invite students to participate in SRC activities. In October 2022, an article written by fourth-year ProCom student, Jessica Hupalo and Dr. Carolyn Kane, Associate Professor at the School of Professional Communication, was published in the *European Journal on Visual Culture*. The article is titled *Cotton and Capital: Pajama Fashions Before and After COVID-19*. Details regarding the collaboration process and article details are outlined in depth on the [program's news page](#).

The Centre for Communicating Knowledge

The Centre for Communicating Knowledge, located in the School of Professional Communication, “develops creative and innovative ways of communicating research.” The Centre will continue to offer opportunities for ProCom program students to participate in knowledge mobilization and translation.

ProCom Academic Advising Events

Throughout the 2022/2023 academic year, the ProCom Advising team delivered a number of virtual advising sessions for students in the program. Topics for the sessions covered a wide range of academic areas such as course intentions and enrolment support, degree planning strategies, and personal progress assessment. The advising sessions were structured based on students' frequently asked questions via email or in appointments. Students were also given the opportunity to submit questions in advance anonymously before each session.

ProCom “Ask Our Alumni” Networking Event

In February 2023, ProCom staff organized an “Ask Our Alumni” event geared toward prospective and current students. The event was an in-person panel session with five ProCom alumni from different industries. The event was an opportunity for current and

prospective students to explore where they might want to work post-graduation and what opportunities exist for ProCom graduates. The event also served as a great networking opportunity as many students and alumni exchanged contact information.