1 YEAR FOLLOW-UP REPORT
Last Updated: April 9, 2021

Graduate Program:	**Public Policy and Administration (MA)**
Peer Review Team:	Dr. Joan Grace, University of Winnipeg Dr. David Siegel, Brock University Dr. Patrizia Albanese, Ryerson University
Site Visit:	May 8-9, 2019
PRT Report:	May 30, 2019
Program Response:	Dec 2, 2019
YSGS Response:	Dec 2, 2019
PPR Approved by Senate:	Mar 3, 2020
1 Year Follow Up Report Due:	Mar 3, 2021

As mandated by Ryerson Senate Policy 126: Periodic Program Review of Graduate and Undergraduate Programs[1], within one year of Senate approval of the PPR, a 1 Year Follow-Up Report is to be submitted to the Faculty Dean or Dean of Record and the Vice-Provost and Dean, YSGS, on the progress of the implementation plan and any further recommendations. This follow-up report will be also be reviewed by Programs and Planning Committee, YSGS Council, and finally Senate. The PPR Report to Senate may also include a date(s) for subsequent Follow-up Reports.

What follows are the PRT recommendations, the program responses, YSGS responses, and the implementation plan, including the 1 year follow-up status reports by the program.

The recommendations are divided into two broad categories: academic and administrative/financial and for simplicity, all of this information is presented in the form of tables.

[1] https://www.ryerson.ca/content/dam/senate/policies/pol126.pdf

ACADEMIC RECOMMENDATIONS

Recommendation	PRT Noted Action by:	MPPA Response	Faculty Arts Response	YSGS Response	MPPA 1 Year Follow-Up
1. The PRT recommends that the MPPA keep the current three options and the one-year course-based program.	MPPA Program Council, Department Graduate Program Director (GPD)	The program fully agrees with this recommendation. Students and alumni expressed high levels of satisfaction with the one-year program and the program having three paths, while additionally having the option for an internship/co-op placement.	We support this recommendation and the program's response.	YSGS supports the Program and Faculty responses.	Completed September 2019.
2. The PRT recommends that the current 'Public Sector Budgeting and Financial Management' course become a required course for all students who have not already taken a comparable course.	Graduate Program Director, in concert with Chair of the Department of Politics and Public Administration, and Faculty	The program has already had some preliminary discussions about this course being a required course in the program based on student, alumni and employer feedback. This would require 2 sections of this course being offered if it changed from an elective to a required course. This recommendation will be brought forward at Program Council meeting in Fall 2019 and discussed with the current faculty member who teaches the current section of this course.	We support the decision to engage in further discussions with the Program Council and faculty member(s).	YSGS supports the Program and Faculty responses. YSGS notes that any curriculum modifications need to be carried out in accordance with Ryerson University Policy 127. YSGS encourages the Program to contact the Associate Dean, Programs in YSGS to discuss the process.	Ongoing: Short term (2021-22): Plan to strongly recommend students take this elective; work with course instructor to review course content and to ensure this course has maximum enrolment; provide overview of this course at Orientation General support in MPPA Council and Curriculum Committee for moving towards this as a required course in medium term given constraints in one-year program; desire to keep program as 4 required and 6 electives; and current faculty complement/expertise Medium term (2023-25): Pursue the option of allowing students to take either this course or the State

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					and the Economy PA8102 as required and strongly encouraging students to take both. This would require PPC approval as it would be a change to program required courses. Curriculum committee will continue to work on this. Need for future planning related to faculty hire in this area.
3. The PRT recommends that the program develop a course on Human Resource Management in the Public Sector that would be required for all students who have not already taken a comparable course.	Graduate Program Director, in concert with Chair of the Department of Politics and Public Administration, and Faculty	The program agrees public sector HR management is a critical body of knowledge. HR management is currently covered in the required PA8100 Public Administration and Governance course: leadership, all HR functional areas, performance management, etc. are introduced. HR mgmt. is also covered in Equity and Diversity course and PS Union-Management Relations course. The program agrees HR management is critical subject matter and will review this recommendation at Program Council meeting in Fall 2019.	Our office supports a thorough review and consultation prior to implementing this change.	YSGS supports the Program and Faculty responses. As noted above, if the Program chooses to move forward with a curriculum modification, it will need to be carried out in accordance with Ryerson University Policy 127.	Completed The program currently covers HR related topics in several courses. The required PA8100 Public Administration and Governance course, PA8210 Diversity and Equity in Public Service, and PA8208 Public Sector Union-Management Relations (all courses offered each year). After review by the Curriculum Committee, additional HR content was added to the first section of PA8208.
4. The PRT recommends that the program develop a course in Administrative Law that would be required for all students who have not already taken a comparable course.	Graduate Program Director, in concert with Chair of the Department of Politics and Public Administration, and Faculty	The program currently covers admin law and administrative tribunals in the required PA8100 Public Admin and Governance course through assigned readings. The program will table this recommendation as another possible required course but notes	We support the program's response noting the value of further discussion and consultation on this matter.	YSGS supports the Program and Faculty responses. As noted above, if the Program chooses to move forward with a curriculum modification, it will need to be carried out	Completed Curriculum committee does not see scope to add this course as an additional elective in the program given

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		that only one other MPPA program in Canada has this as a required course: the York MPPAL (Masters in Public Policy, Administration and Law). The program will explore the possibility of this as an elective course.		in accordance with Ryerson University Policy 127.	restrictions on the number of course offerings. Medium-term: explore the possibility of developing a cross-listed elective course with the Law School and/or other graduate programs (as there may be wider interest in the course (in the Criminology MA, for example).
5. The PRT recommends that the methods course offer more content on data analysis.	Graduate Program Director, and Faculty teaching methods course(s) and MPPA Program Council	The program agrees that data analysis and data analytics are critical curriculum requirements. The current Research Methods course does have an emphasis on data analysis in the lab component of the course and assignments. The program will bring forward this recommendation at the Program Council meeting in Fall 2019 and consult with the instructor(s) currently teaching this course. The GPD will also follow up with the PRT to request more elaboration on what specific content on data analysis they feel needs to be covered more in this required course.	We support the program's response, identifying the need for further clarification and discussion prior to implementing any changes related to this recommendation.	YSGS supports the Program and Faculty responses.	Completed 2020-21 GPD met with instructor of research methods course to discuss coverage of data analysis. Instructor does cover data analysis, and data presentation. 2021-22: Program arranging a workshop with the data librarian for all MPPA students. Program also exploring a workshop on data visualization as part of the regular set of skills-workshops offered each year.

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6. The PRT recommends that the program and faculty consider aligning, or finding congruence, in course content and delivery for multiple sections of core courses.	Graduate Program Director, and relevant Faculty teaching those courses MPPA Program Council	Agree. Students have brought this to the attention of the GPD particularly related to the required Policy Analysis required course (PA8101). Although the learning outcomes are similar in the two sections of PA8101 and the instructors use the same text book, the outlines for PA8101 and all core courses will be reviewed for congruence and consistency and learning outcomes in Fall 2019.	We agree with the importance of reviewing course sections for congruence and consistency.	YSGS supports the Program and Faculty responses.	Completed in 2021-22. *PA8100 Public Administration and Governance* taught by two different instructors who work collaboratively on the course outline and therefore aligned *PA8101 Policy Analysis* has been taught be 3 different instructors; alignment issues found; template developed for PA8101 for better alignment in 2021-22 *PA8102: State and the Economy* Taught by two different instructors; some minor alignment issues found; Curriculum Committee recommended alignment of learning objectives and topics covered; PA8102 course instructor for Winter 2021 modified course outline to better align with Fall section *PA8103: Research Methods* taught by the same faculty member and thus already aligned

ADMINISTRATIVE AND FINANCIAL RECOMMENDATIONS

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7. Given pending retirements and possible new curriculum development, the PRT recommends that the Faculty Dean consult with the GPD and department Chair about medium term staffing needs.	Department Chair (and DHC), GPD, Dean of Arts, Provost, Vice Provost Academic	Agree. The program will be affected by retirements in the next few years including retirements of faculty who teach required courses in the program. New curriculum recommended by the PRT may also require new faculty and practitioner instructors. The program is very pleased a new faculty member is joining the Dept. this Fall and will be teaching one of the required courses however the faculty complement is an issue that will need to be addressed over the next 2-5 years. The GPD will work with the Dean of Arts, Dept. Chair and DHC on succession planning related to this recommendation.	We welcome further discussion of the department's medium-term staffing needs.	The hiring of new RFA faculty is outside of YSGS's purview. YSGS encourages the Program to continue to work with the Faculty of Arts on issues related to its faculty complement.	Short-term 2020-21: Curriculum committee identified Indigenous, public sector finance and economics as hiring needs GPD to submit hiring needs for MPPA to Chair, DHC and Dean in May 2021 for short term and medium-term hiring needs related to PPR and pending retirements. Medium term 2022-: Need to hire someone for Public Sector Budgeting & Finance, Indigenous faculty member, and public sector economics (possibility of cross-listed elective with the Economics Dept).
8. The PRT recommends multi-year funding for the Public Servant in Residence at a remuneration level that will attract and maintain a public administrator of high caliber and who has had a distinguished career in the public sector.	VP Academic, Dean of Arts Associate Dean of Arts, Research and Graduate Studies Dean of YSGS	The Program fully supports this recommendation and has been asking for multi-year support and stability related to the PSIR role which has become a critical role in the MPPA program. We fully support the recommendation to retain and attract the highest calibre PSIR possible for the program.	We recognize the importance of a multi-year commitment to hire high calibre public servants, however such discussions and decisions depend on budgetary review and assessment of the plan's economic feasibility.	YSGS supports the Program and Faculty responses.	Ongoing: There was no change in the PSIR contract in 2020-21 Short-term: GPD and MPPA Program Council to make formal request in May 2021 to Dean of Arts and YSGS for multi-year commitment to this critical position for our program and including PA8213 (Co-op) and PA8219 (Policy Enrichment Seminar) in PSIR

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					contract as critical experiential learning electives in our program. Medium-term: succession planning for PSIR
9. The PRT recommends that a small to medium size room space be made available for MPPA student especially given that a substantial portion of their course assignments requires group work, and which provides appropriate space for, among other things, the annual case competition preparation.	Dean of Arts, Library, GPD, Vice Provost Academic, Dean of YSGS	The program fully supports this recommendation and has had some preliminary discussions with the Dean of YSGS about this, tabling some ideas for graduate space for MPPA students.	We support this, however are restricted by significant challenges when it comes to securing space on campus.	YSGS will continue to lobby for additional space for graduate students on campus. YSGS further notes, however, that decisions on space allocations are outside of its purview.	Short-term: GPD began exploring possible space for students in the program; this did not proceed given the pandemic Medium term: next 2-3 years GPD and MPPA Council to submit formal request for designated student space for MPPA program

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10. The PRT recommends maintaining, and if possible enhancing, the program's current extra-curricular components and expanding public sector placements to the municipal and federal levels of government.	Graduate Program Director and Public Servant in Residence (PSIR)	Expanding extra-curricular components and expanding placements are priorities articulated in our implementation plan in the self-study report. While the program already places students with the municipal and federal levels, the GPD and PSIR had plans to begin work on targeting the municipal sector in 2019-20 and the federal government in 2020-21 however, this is contingent on support for the PSIR and may have to be moved to a medium or long-term implementation priority, particularly given the DVP role supporting the program was eliminated in 2019-20.	We recognize the value of these components and support exploring new options contingent upon budgetary limits and other constraints.	YSGS supports the Program and Faculty responses.	No additional support was provided for the PSIR to implement this recommendation; already offer several extra-curricular and skills workshops each year; GPD and PSIR did focus on federal government placements and public sector consulting firms in 2020-21; secured one placement with Ryerson's Public Policy Task Force; requested placements at Ryerson Leadership Lab; worked with newly appointed Faculty of Arts co-op staff to ensure cooperative approach with undergrad co-ops coming online in 2022. Short-medium term 2021-22: expand placement efforts at federal and municipal levels depending on support for PSIR. Pursue placement opportunities through Ryerson Centres and Institutes (Ryerson Leadership Lab, Yellowhead Institute, Ryerson Urban Water, etc.) Medium-term: expand placements and extra-curriculum component with support for PSIR and GPD; possible annual co-op placement related to PES; continue to work with new undergraduate co-op coordinator in Dept. and co-op staff in Faculty of Arts

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11. The PRT recommends the continued enhancement of the teaching and study of Indigenous public administration, the strengthening of existing partnerships with the First Nations Technical Institute and the Yellowhead Institute, and the continuation and expansion of scholarship opportunities through venues such as the Hydro One program.	Department, Dean of Arts, Dean of Yeates School of Graduate Studies, Provost/VP Academic GPD and Indigenous program faculty, students and grads	The program fully supports this recommendation. The program has a course on Indigenous Law and Policy taught by an Indigenous faculty member since 2010 and the Hydro One scholarship to attract Indigenous students since 2006. The TRC Calls to Action were released while the program review self-study was underway. As mentioned during the PRT site visit the GPD and Indigenous faculty member applied for a grant from the Aboriginal Education Council in February 2019 and were successful at getting some funding to undertake a curriculum review related to the TRC Calls to Action and assist with the implementation of this recommendation. An incoming Indigenous student and Indigenous graduates of the program will be engaged in this curriculum review in 2019-20. The Yellowhead Institute will also be consulted during this review. Hiring more faculty members with expertise in Indigenous governance would greatly benefit the MPPA program and students.	As you know, the Dean of Arts is committed to supporting this recommendation and to exploring possibilities of hiring additional Indigenous faculty and supporting Indigenous students. We welcome further discussions on this matter.	YSGS supports the Program and Faculty responses. YSGS further notes that it will be releasing a new website and framework for Indigenous graduate education in the coming months.	Completed and Ongoing: Started implementing this in May 2019. Full program and curriculum review related to TRC. Full report in June 2020 with 25 recommendations to be implemented: Complete curriculum review related to Indigenous content Added Indigenous content to Orientation Distributed TRC Review report broadly across Canada through Canadian Political Science Association, Canadian Association of Programs in Public Policy and Administration and on program website Submitted formal request to Dean of Arts for additional section of Indigenous Law and Policy course 2021-22 Met with Dean of YSGS to confirm internal scholarship funds could be allocated to Indigenous students Worked to secure co-op placement with Canadian Roots Exchange Indigenous organization (Indigenous student took another placement with Transport Canada and had CERC)

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					Medium Term: Work to implement remaining recommendations in the TRC review rreport; work with Yellowhead Institute.
12. The PRT recommends enhancing the profile of the MPPA by looking to partnerships with institutions outside of Canada and the admission of international students.	GPD, Dean of Yeates School of Graduate Studies, Dean of Arts Department Chair Ryerson International PSIR	The program agrees with this recommendation. Currently the program receives 60-80 international applications each year but has no funded spots to accept international students due to the very high demand from domestic students. As a result, only 1-2 fully funded international students have been admitted to the program each year. This has also resulted in the program not having an outward orientation in terms of partnerships and international students. This issue will be tabled at the Program Council meeting in Fall 2019.	We are aware of the challenges of funding and supporting international students; however are committed to exploring innovative ideas for the development of creative partnerships aimed at internationalization.	YSGS supports the Program and Faculty responses. YSGS will continue to advocate and work towards improved funding and support for international graduate students. YSGS further notes that it supports partnerships with institutions outside of Canada. If the Program is interested, YSGS will help facilitate conversations on those issues with representatives from Ryerson International.	Short term – domestic capacity limits the number of international students in the program – explore possibility of having 1-2 funded spots for international students with YSGS Medium term - explore resources for more international experiential learning abroad opportunities and placements.

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13. The PRT recommends enhancing scholarship funding to attract top tier applicants and to fill funding gaps for all applicants to the program.	Dean of YSGS; Dean of Arts, Provost/VP Academic University Advancement	The program fully agrees with this recommendation. While the program attracts many top tier applicants, many of the A range applicants decline our offers of admission. In the last admissions cycle we lost the highest level of A range applicants since the program started (more than 60%). The level of support Ryerson provides is not competitive with what other universities with similar programs are offering and the program is conducting a follow-up survey of A applicants who declined our offers to collect more information on this issue. The program is also looking at changing the distribution of current funding across the 40 FTEs admitted each year. The program also has some donor-funded scholarships and will continue to work on this with University Advancement and Alumni. The program fully supports this recommendation and also agree with the PRT that this is particularly important given the high levels of graduate tuition in Ontario and high cost of living in Toronto.	We support and welcome the program's efforts to explore donor-funded scholarships.	YSGS supports and commends the Program's and Faculty's efforts to pursue options for improved funding packages for all students. YSGS will support the Program's efforts to explore donor-funded scholarships. YSGS encourages the Program to contact the Vice-Provost and Dean of YSGS to discuss this issue. YSGS further notes that the university recently invested substantial funds in graduate scholarships through the creation of the Ryerson Graduate Scholarships and the distribution of YSGS carry-forward funds in June 2019. YSGS will continue to advocate for increased funding for graduate students.	Completed: Strategy for strongest possible first round offers completed in 2020 and continuing in 2021. Evidence of success as higher percentage of applicants with A GPAs accepted offers in 2020-21 and 2021-22

Summary Statement/Conclusion:

The Graduate Program Director (Carolyn Johns) initiated several actions shortly after the self-study report was completed in 2018-19 and actively engaged MPPA Council in the PPR process. Flowing from the PPR and recommendations from the PRT, two major initiatives were undertaken and completed from May 2019 through February 2021.

In 2019 the GPD and Indigenous faculty member (Pam Palmater) in the program applied for a curriculum review grant from the Ryerson Education Council to **complete a full review of the MPPA program and curriculum related to Truth and Reconciliation.** An Indigenous student coming into the program (Monika Young) was hired to lead this initiative, reach out to the 10 Indigenous grads of the program to complete a short survey, helped with a workshop and sharing circle with Indigenous grads, monthly meetings, research and report writing. A committee of Indigenous and non-Indigenous MPPA faculty and students was established to support the review. A template was developed to review all course outlines for Indigenous content and components. Members of the review committee reviewed all course outlines and template summaries were then provided to each faculty member for review and feedback. The committee reviewed all program features; developed a list of undergraduate Indigenous studies programs across Canada; developed a comprehensive bibliography of Indigenous publications; and reviewed drafts of the report. A draft report was circulated to all MPPA program faculty in April 2020, a revised draft incorporating feedback was completed in June 2020 and the final draft was formally adopted by MPPA Council in September 2020. The final draft report was circulated to Deans and Associated Deans in YSGS and Arts, posted on the MPPSA website, and posted on the websites of the Canadian Association of Programs in Public Policy and Administration and the Canadian Political Science Association.

In 2019 the GPD engaged **MPPA Council and established a Curriculum Committee to review the PPR and PRT in detail and work on recommendations**. Following on the model used in the TRC review, the committee developed a template to review all courses in the program; an MPPA student was hired to review all courses using the template. The student also completed a cross-course review to generate a curriculum report containing all learning objectives, topics, delivery and evaluation components. The program also conducted an exit survey with students in August 2020. All templates were sent to faculty members for review and feedback, two reports were generated (curriculum review report and student exit survey report), and the curriculum committee used these documents to continue work in 2020-21 related to PPR recommendations, the TRC review, and updating the curriculum and calendar. The Curriculum Committee including student representatives has been very active since the PPR. This report summarizes the work and accomplishments of the Curriculum Committee related to the PRT recommendations as of February 2021.