



Office of the Vice-Provost and Dean
Yeates School of Graduate Studies

Final Assessment Report and Implementation Plan

Periodic Program Review (PPR)

Film + Photography Preservation and Collections Management (F+PPCM) (MA)

Last Updated: May 14, 2018

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FINAL ASSESSMENT REPORT

In accordance with the University Institutional Quality Assurance Process (IQAP), this final assessment report provides a synthesis of the external evaluation and the internal response and assessments of the graduate program in **Film + Photography Preservation and Collections Management (MA)**. This report identifies the significant strengths of the program, together with opportunities for program improvement and enhancement, and it sets out and prioritizes the recommendations that have been selected for implementation.

The report also includes an Implementation Plan that identifies who will be responsible for approving the recommendations set out in the final assessment report; who will be responsible for providing any resources entailed by those recommendations; any changes in organization, policy or governance that will be necessary to meet the recommendations and who will be responsible for acting on those recommendations; and timelines for acting on and monitoring the implementation of those recommendations.

Executive Summary

The F+PPCM program is designed to focus on caring for collections of photographs and films at a time when the advent of the digital era challenges traditional collecting practices. The first cohort of students was admitted in 2006 and 205 full-time students have graduated from the program so far.

The program is unique in two ways: Firstly, the film stream is the only one of its kind in Canada and secondly, the photo stream is the only one in the world. Apart from this singularity, the program's uniqueness also lies in its commitment to experiential learning and professional education. Students spend 3 semesters taking courses at Ryerson, one semester undertaking an internship and two semesters at a placement in a wide variety of collections that can be private, public, part of a museum, archive, library or community. The collections and institutions that welcome our students are the most prestigious in the world.

In their three semesters at Ryerson, students are grounded in the history of their medium; they study the materiality and the processes, which constitute the objects they will care for. They learn how to catalogue films and photographs, both analogue and digital, and they learn how to preserve film and photography collections, to appraise them, understand the laws that govern their organization and dissemination, assess their condition, house them, protect them from present or future degradation,

store them and also describe them orally and in writing to different audiences. The students' learning is enhanced by frequent field trips to important collections within the city of Toronto and outside it. Research forms the basis of their activities and results in a major research paper completed in the sixth semester whilst the students are at their placement; the paper is usually on objects in the placement collection.

Curriculum goals include desirable knowledge, skills, and analytical acuity for students. A recent curriculum mapping exercise shows that F+PPCM program goals are congruent with the goals of the University, Faculty of Communication and Design and the School of Image Arts. Learning opportunities for almost all of the goals are identifiable in the courses taught, the internship and placement. Additional experiences, such as being a graduate or research assistant also enhance students' opportunities for meeting these goals. Student achievement is demonstrable in graded assignments, the completion of the MRP – thesis or thesis project – the reports provided by the internship and placement supervisors who are professionals in the field and student employment after graduation.

Applicants for the F+PPCM program need a minimum B grade point average from a four-year degree granting university. Assessment criteria include grade point average scores and quality of the statement of intent, letters of reference, and work/voluntary experiences. The number of applicants has remained steady – from between 40 to 50 over eight years, which is a reflection of provincial graduate admissions patterns. Students' grade point averages at entrance show a steady increase over time with almost 60% of incoming students with an A range average in 2014. The attrition rate for the program is low.

At its origin, the program was based on cost recovery. Since it became a scholarship and bursary program in 2009, students in the program have received external grants ranging in annual total value of \$57,000 to \$136,666. Internal funding has been available every year, ranging from \$1,500 to \$7,000. Every student who is accepted into the program receives some funding from the university, unless s/he is an international student. The amount an individual student receives is calculated on the number of students admitted, the funding available for that year, and the merit-based rank of the student as determined by the admissions committee. \$5000 is allotted to each second-year student to facilitate his or her placement.

Student success in the program is demonstrated by high grade point averages upon graduation, which since the period covered by this review (2009-15) are on average 3.95 (A-). Applicants with an A or A- average are rising every year. Their scholarly output is demonstrated by the 42% of graduates who have

reported publications in the student survey and a subsequent sampling request which resulted in alumni reporting a total of 63 articles published in (or accepted by) journal and books. The students have completed 210 theses/thesis projects. Fortunately, we have kept complete up-to-date statistics on student employment from the beginning of the program until today and which show that more than two-thirds are employed in their field.

The program depends on core faculty. At this writing, 42.9% of the courses are taught by full-time faculty and 61.5% by part-time instructors. Faculty members have research interests that reflect the focus of the program. They are historians, photographers, filmmakers, historical process experts, preservationists, scientists, archivists and librarians. Collectively, they have published over 200 articles in refereed journals, 30 books, and 100 book chapters; made 25 films and given hundreds of presentations, invited keynote lectures and workshops since 2009.

On the whole, members of the F+PPCM faculty believe they have benefitted enormously from the program. It has helped to enrich their teaching and scholarship, and enhanced their research productivity. It demands a high level of investment but supporting and witnessing the of the students' intellectual growth is also very rewarding. They would like to see a wider distribution of supervisory responsibilities and planning for a Canada Research Chair, which would have combined oversight of the program, the Wilhelm Research Imaging Laboratory and the Media Preservation Centre.

Human and financial resources, space, computing and library facilities are the key resources available to the program. While the allocated human and financial resources are fully stretched, efforts to maximize efficiencies and procure additional resources whenever possible are ongoing. The program has appropriate and adequate space and computing facilities. The graduate labs in particular are much appreciated by the students although further supplies are needed in the grad film lab. The library's electronic resources and staff services are of high quality but books and journals in hard copy are insufficient. Faculty and students have to rely on interlibrary loans for these, which can mean long wait-times. The electronic subscription to the most important periodical in the film preservation field, FIAF's *Journal of Film Preservation*, has been cancelled.

Student satisfaction with this program is high. Faculty course surveys rate the program as better than other graduate programs at the university and the university at large. Student surveys underscored their appreciation for the extensive support received throughout the program. Alumni attribute to the program a deeper understanding of different theoretical frameworks, methodologies and diversity and

inclusion. Many comment on their improved skills in critical thinking, research, writing, using technology, and public speaking / presentation. They claim to have gained self-confidence, and developed professional work habits. However, a few are also disappointed with the over-emphasis on theory and insufficient training in job skills such as digital preservation. Some students felt that they were not competitive enough in the job market and needed training in digitization; metadata standards, practices, and technologies, digital collections and databases; digital preservation and stewardship. They also asked for clearer communication about funding options, job prospects and opportunities.

Such feedback from current students, faculty and alumni has resulted in recent changes and prompted others to come. These include the introduction of more 'hands-on' experience with film materials and processes, an expansion of offerings in digital preservation and fine-tuning of course descriptions.

In conclusion, the F+PPCM program is a well-established program with an internationally respected reputation. The entering grade point average of its applicants is rising each year. Its graduates have been successful finding employment in the field and many are in positions to hire current graduates. Faculty members associated with the program are well-established, well-funded scholars and effective teachers. There is a clear coherence between the curriculum and faculty research, which is an important reason for their high level of commitment to the program. However, the program also needs to identify and respond to emerging needs and opportunities to build on this success. The following areas will be the focus of attention in the next few years:

- Increasing courses or course content in digital preservation.
- Establishing the Wilhelm Research Imaging Laboratory lab and the new media preservation lab and liaising with these endeavours.
- Increasing contact with alumni to create a network for job promotion, information, skill enhancement.
- Establishing mechanisms for systematic and ongoing internal review of the program.

Periodic Program Review and Peer Review Team

Film + Photography Preservation and Collections Management (MA).

The graduate program in Film + Photography Preservation and Collections Management (MA) submitted a Self-Study Report to the Yeates School of Graduate Studies that outlined program descriptions and learning outcomes, an analytical assessment of the program, program data including data from student surveys and the standard data packages. Course outlines and CVs for full-time faculty members were also appended.

Two external and one internal arm's-length reviewers were selected from a set of proposed candidates. The Peer Review Team (PRT) for the Periodic Program Review (PPR) of the Master's programs in Film + Photography Preservation and Collections Management consisted of Susan Oxtoby (University of California, Berkeley), Dr. Vincent Lavoie (Université de Québec à Montréal), and Dr. Gene Allen (Ryerson University).

The appraisal committee spent two days at Ryerson. The visit included interviews with the University and Faculty Administration including the Vice-Provost Academic; Vice-Provost and Dean Yeates School of Graduate Studies (YSGS); Associate Dean YSGS, Graduate Program Director of F+PCCM, and meetings with Faculty, a group of current students, and support staff.

The PRT site visit was conducted on December 5 and 6, 2017. The PRT report was communicated to the Associate Dean, YSGS on March 6, 2018, and the response to the report from F+PCCM was communicated on April 4, 2018.

Program Strengths, Weaknesses and Opportunities – PRT Statement

This is an internationally recognized program that has an excellent reputation and operates at a high level of scholarship and practice. It is unique in the world (for photographic preservation) and in Canada (for film preservation). Many of the best-known and most highly regarded museums, art galleries, libraries and archival institutions around the world welcome the program's students for mutually beneficial field placements and employment after graduation. Students and alumni express great satisfaction with their overall educational experience in the program, while indicating a need for some specific improvements.

The program's major weaknesses are an insufficient number of core faculty; some inadequacies in physical and other human resources (lack of permanent office and program space for the film stream; need for a dedicated Graduate Program Assistant); the need for more hands-on, practical instruction in film preservation specifically; inadequate library resources; and lack of a clear plan for attracting more international students and incorporating them successfully into the existing program structure. This latter issue is a particularly challenging problem which, we believe, needs to be addressed at the University level as well as at the program level. This is because provincial government policy does not allow international students to be counted as part of any program's target enrolment; thus, any increase in international enrolment means larger class sizes and increased demand for supervisors. The hiring of additional core faculty members would also be a way to increase faculty diversity.

For photo stream students, the hands-on teaching collections are a great strength as is the school's close relationship to the prestigious Ryerson Image Centre, which is at the heart of the success of the photo program.

The film stream program should capitalize on the fact that Toronto is a film Mecca, with a great deal of international activity, and numerous film and moving image centres in the nonprofit and commercial sectors. Canada faces an urgent situation related to preserving the breadth and range of its national film and moving image heritage. The responsibility of training the country's future archivists, who have a deep and critical knowledge of film history, is a tall order and the job needs to be done well. There are steep financial implications and the country is in need of experienced archivists, who know how to cull what's important.

The amount of film preservation work to be done in Canada is daunting and presents serious challenges. As noted, the film stream is still relatively new. More work needs to be done and the program should be fine-tuned to make it more effective. This is a challenge, but Ryerson is well positioned to be a leader in this capacity.

Summary of PRT Recommendations with Graduate Program and YSGS Responses Academic Recommendations

Recommendation 1: Increase the number of core faculty.

F+PPCM Response

The program agrees with the PRT's recommendation. The School of Image Arts was successful in hiring a digital preservation specialist in 2016 (*"a blind spot that is being addressed"*), but has not replaced core faculty lost to retirements. The need for an archivist/ film preservation specialist seems particularly acute to the review team, which felt that current core faculty couldn't cover this essential area. We are pleased that the team perceives the urgency of the matter and will work with the School and Dean's hiring plans to ameliorate the situation.

YSGS Response

YSGS acknowledges the arguments for an increased number of core faculty.

YSGS also notes, however, that these appointments need to be considered in the context of departmental- and faculty-level planning. The appointment of new faculty is outside of the purview of YSGS.

YSGS encourages the program to work with FCAD Dean's office on a plan for new hiring.

Recommendation 2: Find a sustainable way of attracting and enrolling more international students.

F+PPCM Response

The program agrees with the PRT's recommendation. When the program began, international students constituted more than half of its cohort. This percentage has slowly diminished until the present when we enroll one or two at the most each year. We have no trouble whatsoever attracting international students in both streams. Among other things, we offer an attractive scholarship for an American student to support an internship at the AGO each year. But we cannot enroll the students we attract. The program cannot accept any international students until its domestic target is filled. Adding international students above the domestic cohort increases pressure on an already diminished core faculty. Although an increasingly international cohort would benefit the reputation of the program, expand its placement partners and further inspire its highly-qualified domestic students, at present it is not possible. This is a university-wide situation and the program looks forward to working in tandem with the University to accept the excellent international students who apply each year.

YSGS Response

YSGS notes that the program is able to accept international students (with permission from the Vice-Provost and Dean of YSGS). This, however, does require the program to explore funding streams outside of what YSGS provides.

YSGS also acknowledges that the first priority is to ensure that domestic targets are met since it is tied to funding. YSGS also notes that, as a publicly funded institution, Ryerson's priority must be to satisfy domestic demand first.

YSGS also notes that it recognizes the challenges and opportunities associated with increased international enrollment.

YSGS further notes that changes to international enrollment are not entirely in its purview, but it will continue to advocate for increased opportunities and funding for international students.

Recommendation 3: Offer a more practical course in film preservation.

F+PPCM Response

The program agrees with the PRT's recommendation. The program already took the first step in this direction by revamping PP8151 and hiring Christina Stewart to teach it. One course, however, is not enough. Therefore, the program will form a committee to analyze PP8156 Film Production Processes with a view to shifting its content emphasis to more practical aspects of preservation work.

YSGS Response

YSGS supports the program response. YSGS will support the program as needed for any minor or major curriculum modifications, per Policy 127.

Recommendation 4: Provide a stronger connection to film and moving image archivists.

F+PPCM Response

The program agrees with the PRT's recommendation. Faculty member Dimitrios Latsis has sought and received a grant from Ryerson International to support students' attendance at the annual FIAF Summer Restoration Workshop in Bologna, Italy and the Cinema Ritrovato Festival there. Two first-year and one second-year student were accepted for summer 2018. F+PPCM enjoys a student chapter of AMIA and encourages student attendance at the annual conference. Two students will participate in the bi-annual Orphan films symposium. The students already participate in TIFF's Reel Heritage program and the program will explore the possibility of Reel Heritage invitees giving workshops or master classes for the students. Until last year, all students attended the Nitrate Picture Show at George Eastman Museum and monies will be set aside for them to do so again.

Finally, as of this writing, A \$2,600,000 SSHRC-funded partnership grant "Archive Counter Archive: Activating Canada's Moving Image Heritage," has just been awarded to PI Janine Marchessault, our York University colleague. F+PPCM faculty Marta Braun is among the co-investigators and Izabella Pruska-Oldenhof among the collaborators. Ryerson contributed to the grant in kind and the film stream features prominently in its execution. The program will build curriculum and internships around the collections of the different partners, all Canadian film archives, with a special focus on vulnerable archives.

YSGS Response

YSGS commends the program's efforts in securing additional grants.

YSGS also supports the program response regarding its consideration of potential curriculum changes. As noted above, YSGS will support the program as needed for any

minor or major curriculum modifications, per Policy 127, if the program chooses to make changes.

Administrative and Financial Recommendations

Recommendation 5: Hire a Graduate Program Assistant who will work exclusively for this program.

F+PPCM Response

The program agrees with the PRT's recommendation. Until January 2018, the Graduate Program Assistant (GPA) divided her time between F+PPCM and Documentary Media and served neither well. This situation has already changed since the Faculty of Communication and Design (FCAD) Associate Dean Jean Bruce re-assigned GPAs to FCAD graduate programs. A new GPA was hired in January 2018, shared with journalism. The result is a lighter workload but one still manifestly too heavy to serve the needs of a program such as F+PPCM with two streams. A GPA dedicated to the program is absolutely necessary and should be seriously considered by FCAD.

YSGS Response

YSGS notes that the appointment of a full-time GPA is outside of its purview. As the program notes, that is at the discretion of the FCAD Dean's office.

YSGS encourages the program to continue working with the FCAD Dean's office to address this issue.

Recommendation 6: Assign permanent space for faculty offices and student activities in the film stream of the program.

F+PPCM Response

The program agrees with the PRT's recommendation. Based on a space-needs study carried out by the Program Director, the program has used Kerr Hall Souty office space and a room for the film stream grad lab for over six years. The program welcomes the PRT's support and is heartened by Dean Charles Falzon's announcement at the debriefing meeting with the PRT that he hopes to make the arrangement permanent.

YSGS Response

YSGS supports the program response and encourages it to continue working with the FCAD Dean's office to address this issue.

Implementation Plan

Academic Recommendations

PRT Recommendation	Proposed Action	Responsibility to Lead Follow Up	Timeline for Addressing Recommendation
<p>1. Increase the number of core faculty.</p>	<p>While the program acknowledges the arguments for, and validity of the peer review recommendations, their implementation is not within its purview.</p> <p>The program will work with the department and with the FCAD Dean to bring forward its urgent need for faculty, a GPA and a permanent space in KHS. Dean Falzon has already signaled his agreement on the latter.</p>	<p>Chair of IMA, Dean of FCAD.</p> <p>Responsible for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation: Chair of IMA, Dean of FCAD.</p>	<p>Ongoing.</p>
<p>2. Find a sustainable way of attracting and enrolling more international students.</p>	<p>Fundraise scholarship and bursary funding for international students.</p> <p>Ongoing recruitment of international students supported by foreign bursaries (e.g. the German DADD).</p>	<p>Chair/Director.</p> <p>Responsible for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation: Faculty, FCAD Dean, YSGS Dean.</p>	<p>Ongoing.</p>

PRT Recommendation	Proposed Action	Responsibility to Lead Follow Up	Timeline for Addressing Recommendation
<p>3. Offer a more practical course in film preservation</p>	<p>Adjust content of PP8156 Film Production Processes to emphasize practical aspects of preservation.</p> <p>Locate CUPE instructor with experience in film preservation to teach the course.</p>	<p>Faculty and program director.</p> <p>Responsible for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation: GPC council, YSGS council as per Policy 127.</p>	<p>Fall 2018: Curriculum adjustment, search for appropriate faculty.</p> <p>Winter 2019 introduce new course content into PP8156.</p>
<p>4. Provide a stronger connection to film and moving image archivists.</p>	<p>Ensure continuity of Ryerson International grant supporting students at FIAF Summer Restoration Workshop in Bologna Italy (first such grant awarded Spring 2018) .</p> <p>Support existing student chapter of AMIA (American Moving Image Archivist Association).</p> <p>Support student attendance at yearly Nitrate Festival in Rochester, NY and Orphan Film symposium in NY, NY.</p> <p>Invite TIFF’s Reel Heritage speakers to give workshops and fund same.</p> <p>Monitor student participation in Archive Counter Archive: Activating Canada’s Moving Image Heritage (SHRC Partnership grant to which F+PPCM and Ryerson faculty were co-investigators).</p>	<p>Film Stream faculty, Program Director.</p> <p>Responsible for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation: FCAD Dean, Program Director.</p>	<p>Ongoing for AMIA; F2018 for TIFF; W2019 for Ryerson International/ FIAF Bologna/Orphan Film symposium and Nitrate Festival.</p>

Administrative and Financial Recommendations

PRT Recommendation	Proposed Action	Responsibility to Lead Follow Up	Timeline for Addressing Recommendation
<p>5. Hire a Graduate Program Assistant who will work exclusively for this program.</p>	<p>While the program acknowledges the arguments for, and validity of the peer review recommendations, their implementation is not within its purview.</p> <p>The program will work with the department and with the FCAD Dean to bring forward its urgent need for faculty, a GPA and a permanent space in KHS. Dean Falzon has already signaled his agreement on the latter.</p>	<p>Chair of IMA, Dean of FCAD.</p> <p>Responsible for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation: Chair of IMA, Dean of FCAD.</p>	<p>Ongoing.</p>
<p>6. Assign permanent space for faculty offices and student activities in the film stream of the program.</p>	<p>While the program acknowledges the arguments for, and validity of the peer review recommendations, their implementation is not within its purview.</p> <p>The program will work with the department and with the FCAD Dean to bring forward its urgent need for faculty, a GPA and a permanent space in KHS. Dean Falzon has already signaled his agreement on the latter.</p>	<p>Chair of IMA, Dean of FCAD.</p> <p>Responsible for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation: Chair of IMA, Dean of FCAD.</p>	<p>Ongoing.</p>

A report on the progress of these initiatives will be provided in the Follow-up Report which will be due in one year from the date of Senate approval.

PROPOSAL FOR MAJOR CHANGES TO CURRICULUM MASTER OF JOURNALISM

FEBRUARY 2018

EXECUTIVE SUMMARY

BACKGROUND

CURRENT CURRICULUM: DETAILS

- Program of Study
- Major Research Project (MRP)
- Experiential learning
- Electives

CURRENT CURRICULUM: ISSUES

- Peer-Review Report Recommendations
- Student Feedback
- Faculty Feedback
- Industry Feedback

PROPOSED CURRICULUM: FRAMEWORK

- Reduce length of program
- Break platform silos
- Focus on digital skills and innovation
- Create courses to streamline Major Research Project (MRP) research, development and production

PROPOSED CURRICULUM: DETAILS

- Program of Study
- Major Research Project (MRP)
- FCAD and Advanced Specialization Electives
- Development and sequencing of core skills (* marks elective courses)

PROPOSED CURRICULUM: GRADUATE LEVEL DEGREE EXPECTATIONS

1. Depth and Breadth of Knowledge
2. Research and Scholarship
3. Level of Application of Knowledge
4. Professional Capacity/Autonomy