

Update on Unit Response to External Reviewers' Report & Action Plan
Programs Being Reviewed: Undergraduate and Graduate programs in Journalism
Completed by: AllanThompson, Co-Director, SJC, Journalism program head
Approved by Dean: David Mendeloff, Associate Dean (Faculty Affairs), 18 February 2026

Note: This document is made available for public posting on the Vice- Provost's website.

***** Denotes items that SQAPC would like the unit to pay particular attention to based on their past review of the original action item.**

| External Reviewer Recommendation | Original Action Item and Unit response | Owner & Timeline | Progress Update DATE | Have calendar changes been initiated or completed (Not applicable/Yes/No), if Yes, when |
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| 1. Holding the line against position reductions to stabilize the unit through a challenging period; (concern) | The Journalism program head will continue to advocate for replacement positions with the Dean and to explore other opportunities to add to the program's complement of teaching faculty through a proactive strategy to seek out an endowed chair in Journalism and Democracy. We will engage the assistance of the Department of University Advancement in the effort to secure support for an endowed chair. And our strategic review process will explore further steps we can take in terms of program delivery to adapt to budget constraints. | Journalism program head, Dean FPA Ongoing | The reality of ongoing budget constraints and cuts have quite simply made it impossible for the program head to successfully argue for the replacement of positions. Another position was lost this year with the retirement of professor. The notion of replacing positions flies in the face of the current budget constraints and the limits on the Dean's finances. The program head is working on developing the concept for an endowed chair in Journalism and Democracy (more details below) and has proposed a submission to the new Canada Impact+ program for a research chair in Journalism and AI. | n/a |
| 2. Adopting enrollment management innovations to raise the yield rate (which currently converts only one third of acceptances to registrations); (concern) | In direct response to the challenges we face in enrollment, the journalism program has decided to strike a new Recruitment Committee in the coming academic year to deal directly with all issues related to recruitment. Core members of the committee will | <i>Journalism program head;</i> <i>Recruitment Committee</i> 2024-25 | We did strike a recruitment committee, chaired by the undergraduate supervisor. On the recruitment front, we have been ensuring a solid presence at Carleton events (OUF, Open House, etc.) The committee has also organized in May, 2025 the first High School Journalism Awards program, with a one-day skills workshop and awards | n/a |

include the Journalism program head, undergraduate and graduate supervisors and several other faculty members, as appropriate given their other service duties.

To aid in our efforts to innovate in ways that will raise the yield rate to convert more acceptances to registrations, we plan to take a number of steps, in collaboration with Carleton's Undergraduate Recruitment Office:

Our new recruitment committee will request detailed information from Carleton's recruitment office about their current tactics and strategy for improving our yield rate. Understanding what efforts are currently being made on our behalf will help us to plan our own course of action.

It is our understanding that Recruitment has lowered the entry grade required to receive an acceptance for journalism, but we question whether that information has been effectively communicated to applicants. Current recruitment material still makes reference to an entry grade in the high 80s.

Our recruitment committee would like to play a much more direct role in

ceremony. The event, held in partnership with the OCDSB was very successful and for this year's iteration we are expanding the number of high schools involved.

We have had great support from staff at open house events, with the school's tech staff helping to open our radio and TV studios for mock newscasts with participants.

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| | <p>communication with applicants given acceptances. We have in mind such initiatives as a postcard campaign (that would see current students send postcards to applicants), virtual open house events and a reinvigorated phone campaign that would deploy text messages to applicants, inviting them to schedule a phone conversation.</p> <p>We will explore ways to work to identify applicants from underrepresented communities and make additional efforts to engage with them.</p> <p>We will continue with our current efforts to track our graduates more effectively by creating a database of as many of our graduates as possible using LinkedIn and use that information to spread the word about the career possibilities for our graduates.</p> | | | |
| <p>3. Restricting sessional employment to non-core curriculum to strengthen curricular cohesion, supervision capacity, and research productivity; (concern)</p> | <p>N/A</p> | | | |
| <p>4. Using targeted incentives and hiring (e.g. a Canada Research Chair in Journalism and Democracy) as catalysts for expanding the unit's research enterprise; (concern)</p> | <p>We will explore creation of a Chair in Journalism and Democracy, either as a Canada Research Chair or supported by an endowment. When available, CRCs are allocated on a competitive basis to units.</p> | <p><i>Journalism program head</i> <i>Dean of FPA</i> <i>University Advancement</i> <i>2024-25 and ongoing</i></p> | <p>The journalism program head is working on developing the concept note for the proposed endowed chair in Journalism and Democracy. A very constructive meeting was held with prominent industry officials to serve on a</p> | <p>n/a</p> |

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| | <p>If one comes available, we will apply. While a CRC brings reputational benefits to the university, establishment of an endowed chair would allow us to create a teaching position that would take on courses related to the mandate of the chair.</p> <p>In addition to giving us the ability to flesh out our teaching offerings relating to political reporting and covering civic institutions, the mandate of a Chair in Journalism and Democracy would also expand the unit's research enterprise through the initiation and oversight of research projects touching on such topics as how best to nurture and build community journalism and the role of journalists in fostering greater understanding of our civic institutions.</p> <p>The current program head has already been working with Advancement to identify a donor who would support the establishment of a research chair in Journalism and Democracy and those efforts will continue but could also benefit from additional support from Advancement.</p> | | <p>fundraising committee once a concept has been fully developed.</p> <p>Journalism also submitted an expression of interest to FPGA as part of the Canada Impact+ research chairs initiative recently launched by the federal government. We're seeking to be considered to submit a detailed proposal for a research chair in journalism and artificial intelligence.</p> | |
| <p>5. Identifying and alleviating stress-points for the administrative support team; (concern)</p> | <p>A continued turnover in administrative staff has aggravated the stress level for our administrative support team, with a number of members who are in backfill positions. We think it is important also to draw a distinction between the roles of</p> | <p><i>Journalism program head</i></p> <p><i>Tech Committee</i></p> <p><i>2024-25 and ongoing</i></p> | <p>We are in the midst of reviewing and revising all of the job descriptions for members of the technical staff team so as to clarify their roles and responsibilities. But to be brutally honest, the current climate of pending budget cuts to staffing have had an enormous impact on morale among</p> | <p>n/a</p> |

administrative staff and the technical team of technology specialists that is integrated into the delivery of our program.

To create a better understanding of the roles of our staff members, we plan to create a new handbook that will fully detail the roles and responsibilities of all of our staff members, helping faculty members to better understand who does what.

To address concerns from our technical team, we have created a tech committee comprised of our staff technology specialists with faculty members to review on an ongoing basis the technical and equipment needs of the program and how best to integrate technology into our curriculum.

We will also take steps to improve training and onboarding for new staff members by directly involving the graduate and undergraduate supervisors in the process (so that new staff gain more familiarity with the delivery of our academic program) and by instituting a new practice of holding an 'welcoming session' for new arrivals for properly meet all of their colleagues and get a better orientation to our staff, faculty and facilities.

staff, both the admin staff and the tech staff team. The grim reality of the university's financial situation has been telegraphed over and over, but with no clear plan for cuts in Journalism staff on the table, there is great uncertainty among the staff members.

The technical committee that we created to deliberate on our technology needs and how to best integrate technology into our curriculum continues to meet and will now be more directly involved in the drafting of our technology budget request to the Dean's office.

We did improve our onboarding program for new staff with the arrival of a staff member who had experienced a redundancy in another unit.

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| <p>6. Reimagining space to create an attractive gathering place for undergraduate students; (concern)</p> | <p>In partnership with the Communication and Media Studies unit (with whom we share our Resource Centre), we plan to pursue a project to convert the existing study lounge space that currently takes up about half of our Resource Centre into a student lounge.</p> <p>At a minimum, we would like to immediately make available in that space a fridge, microwave and Keurig-style coffee machine and some food vending facilities. Students have told us consistently that they lack access to such facilities in Richcraft Hall.</p> <p>We would like to underline that we would not restrict such space only to undergraduate students. We plan to engage with our student societies in Journalism and BMPD on this project and ask them to help us with the maintenance of such a new space.</p> <p>We will immediately begin to explore a major project to establish a student-run café in our Resource Centre lounge area, something similar to the Leo's café that currently operates in the Mackenzie building with the support of the Faculty of Engineering. This vibrant, engaging space offers students a place to gather, enjoy a coffee, tea or soft drink and also sandwiches and other food offerings. The student societies manage and staff the café, but with financial support from the Faculty. We would like to explore a</p> | <p><i>Journalism program head/Communication and Media Studies program head</i></p> <p><i>Dean of FPA</i></p> <p><i>2024-25</i></p> | <p>Once again, the realities of budget constraint have made it challenging to move forward with significant changes to the use of the Resource Centre. The position of coordinator of the Resource Centre was eliminated as part of budget cuts, leaving us to determine how best to manage that space.</p> <p>Together with Communication and Media Studies, we are striking a Resource Centre working group to chart a way forward and come up with a coherent strategy and implementation plan for future use of the space.</p> | <p>n/a</p> |
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| | <p>similar arrangement to create such a space in our Resource Centre.</p> <p>Given current resource constraints, we will reach out to the Department of University Advancement for support in identifying potential donors for such a project that would directly benefit students.</p> | | | |
| 7. Forming ad hoc committees to find sustainable solutions to BJ/BJMPD cross-over content and BJ/BJH scheduling conflicts; (concern) and | Our curriculum committees in Journalism and BMPD are taking up this issue and will seek out sustainable solutions to crossover content in courses offered to both Journalism and BMPD students and to rectify scheduling conflicts. | <p><i>Journalism program head/BMPD program head</i></p> <p>2024-25</p> | The BMPD program director made some courseleaf changes to reduce the program’s dependency on spaces in Journalism courses as students move toward completion of the BMPD program. With the current program director taking a leave of absence from Carleton, the Journalism program head will now be working with the interm program directors in MPAD to move these discussions forward. | Yes, for 2025-26 |
| 8. Strengthening endowment-building support to the internship program. (concern) | In the development of its new strategic plan, Carleton’s Faculty of Public Affairs will add the word “Global” to its name. In keeping with that spirit, we will continue to strongly encourage the Dean of FPA, the Department of University Advancement, and others at Carleton to help us to seek out the financial support that will make it possible for us to continue and grow the journalism program’s international internship programs. Over the years, these programs have traditionally been supported by significant internal funding – from Graduate Studies, the Provost and the Dean – as well as | <p><i>Journalism program head</i></p> <p><i>Dean of FPA</i></p> <p>2024-25 and ongoing</p> | <p>Despite the grim financial picture, the Dean of FPA did take the very positive and welcome decision to fully support the Global Journalism Internships for the coming year, at a cost of \$40,000. This will allow for 10 internships in partnership with Farm Radio International, continuing that important collaboration.</p> <p>But there can be no guarantee of ongoing funding, so the program head will be working with advancement to try to identify a donor or donors for that program.</p> <p>On a one-off basis, we did receive funding from the Dean and OVPRI to support three internships for journalism students at the Expo 2025 world exhibition in Osaka, Japan.</p> | n/a |

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| | <p>external funding from the now-defunct Reader's Digest Foundation and occasionally, other donors. At present, there is no funding on hand or in the pipeline to support the international internship program beyond this round of summer internships. It is of critical importance that we identify long-term, stable funding for this vital internship program, which fits squarely within the objectives of FPA's new strategic plan.</p> <p>In addition, we will explore prospects for seeking endowment support for our efforts to create paid summer internship opportunities with our Capital Current online publication.</p> | | | |
| <p>9. Forming a task-force to develop a ten year strategic plan, building key priorities from self-study findings. (opportunity)</p> | <p>At our May 21 journalism faculty and staff retreat we agreed that it is imperative for us to launch a task force to develop a strategic plan for the journalism program. We plan to develop a five-year strategic plan, in keeping with the usual cycle for such initiatives at Carleton. We want our task force to build on the key priorities from the self-study findings and also prepare us to continue to adapt to a rapidly evolving media landscape in Canada and to our budget constraints</p> <p>But to accomplish this strategic review, we seek financial support from FPA and support from the Office of Quality Initiatives that would allow us to retain</p> | <p><i>Dean of FPA</i></p> <p><i>Journalism program head</i></p> <p><i>2024-25 and ongoing</i></p> | <p>Work with support from the Office of Quality Initiatives is ongoing and to day, two meetings have been held to deliberate on our strategic plan exercise. The next meeting will be held during the winter term.</p> | <p>n/a</p> |

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| | <p>the outside expertise to lead us through this process, to conduct our own SWOT analysis and embark on crafting the strategic plan.</p> | | | |
| <p>10. Assessing self-study's program proposals (i.e. Certificate in Indigenous Journalism, online Master's, and Master's in Media Management) to reverse enrollment decline; (opportunity)</p> | <p>These initiatives – the certificate in Indigenous Journalism, an online Master's and new programming in media management – are key to our strategic planning. As such, the strategic planning task force that was struck on May 21 will be tracking progress toward the establishment of these three initiatives.</p> <p>Our Associate Professor, Indigenous Journalism and (Story)telling, has already made considerable progress in laying the foundations for the proposed Journalism in Indigenous Communities Certificate (JIICC) by applying for three different grants: a \$75,000 USD Vision Grant from the Spencer Foundation, a \$50,000 Major Project Grant from Inspirit Foundation, and a \$3M grant from the EleV Program at Mastercard Foundation. We hope to have results of these submissions soon.</p> <p>The Journalism program head will establish at our scheduled June 17 faculty meeting two new working groups to move forward on establishment of an online MJ program and a new joint stream on media management with Sprott.</p> | <p><i>Journalism program head</i></p> <p><i>Strategic Planning task force</i></p> <p><i>Professor Indigenous Journalism and Storytelling.</i></p> <p>2024-25</p> | <p>The launch of the Certificate in Journalism in Indigenous Communities has been a stellar success. The certificate launched in September with a full cohort of 20 students and will complete its first cycle this spring. Recruitment efforts for year two, and refinements to the curriculum, are already underway.</p> <p>Given the challenges of staffing and budget constraint, we have not moved forward on planning for an online MJ degree.</p> <p>We have launched a new, joint course with Sprott on media management that is being offered at the fourth-year level in the winter term. The course is fully subscribed and will be co-taught by professors in Journalism and the Sprott School of Business.</p> | <p>n/a</p> |

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| <p>11. Assessing potential to expand internships' duration; (opportunity)</p> | <p>As the external examiners noted, our students are generally satisfied with the option to pursue a two or three-week internship during the term. Shifting to a longer, for-credit, paid internship would require radically restructuring our curriculum and is not feasible. But we are keen to explore endowment-sponsored longer internships in the summer months. We will also seek to expand our Capital Current Summer Work Experience program.</p> | <p><i>Journalism program head</i> 2024-25</p> | <p>We are continuing with our current approach of offering two and three-week internships for our upper year students. We have expanded the program considerably with more employers involved and student reaction is very positive.</p> | <p>n/a</p> |
| <p>12. Hiring a Research, Outreach and Engagement Officer (ROEO) to advance research, recruitment, and development aims; (opportunity)</p> | <p>The program head will continue to advocate with the Dean of FPA that at the end of this pilot period, the Dean of FPA will agree to make these two positions permanent. Instead of an additional ROEO position, what we might consider reviewing the job descriptions for the Communications/Resource Centre position and the Career Services position to incorporate elements of the research, outreach and engagement position responsibilities proposed by the external</p> | <p><i>Dean of FPA</i> <i>Journalism program head</i> 2024-25</p> | <p>The budget situation has put a halt to any discussion of new staff positions. The Resource Centre/Communications coordinator position was lost, as was the Career Services position.</p> | <p>n/a</p> |
| <p>13. Refocusing teaching capacity on unit priorities by phasing out or staggering low enrollment (n<10) offerings (e.g. to alternative years); (opportunity)</p> | <p>The program head will continue to work with colleagues to identify low enrolment courses that can be offered in alternative years.</p> | <p><i>Journalism program head</i> 2024-25</p> | <p>Journalism in Inclusive Communities will not be offered in 2026-27, nor in 2027-28.</p> | <p>n/a</p> |
| <p>14. Strengthening internationalization through strategic hiring (e.g. a UNESCO Chair in Journalism and the Sustainable Development Goals), mentorship, and curriculum development. (opportunity)</p> | <p>The journalism program will look for opportunities to cooperate with programs at universities in countries in the global south as well as with non-governmental organizations. Projects being considered include: a certificate program that would provide</p> | <p><i>Journalism program head</i> <i>Dean of FPA</i> 2024-25 and ongoing</p> | <p>Because of budget constraint there is no plan in the foreseeable future to re-offer the Media and Development course, which would have to be taught by a contract instructor. And increased tightening of study permits for international students has further limited the possibility to expand in that area.</p> | <p>n/a</p> |

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| | <p>journalists living in exile with credentials that would help them file stories to Canadian journalism organizations; and exploring how to adapt the existing Media and International Development course to help prepare students for an international placement. Finally, we would like to encourage more international students to join our existing graduate program. Current funding constraints however mean we have access to limited scholarship support for international students. Developing the online Master's could be one way to increase international enrolment. A significant challenge to being able to move the program forward in this way is budget cuts: we have had to drop the Media and International Development course from the roster in the 2025 winter term because the faculty member who developed the course and teaches it is not being renewed in her term position.</p> | | | |
| <p>15. Conducting strategic enrollment outreach to minority-serving high schools to further diversify UG student body. (opportunity)</p> | <p>High school outreach in general is a top priority but we are also looking for ways to reach out in particular to racialized students to help them to envision journalism as a career option for them. One way to accomplish this is to have racialized faculty members in the program undertake these outreach activities. The Associate Professor who heads our Permanent Working Group, agreed some time ago to take the lead on this process. But given the absolute priority of increasing enrolment across</p> | <p><i>Journalism program head</i> <i>2024-25 and ongoing</i></p> | <p>We successfully organized a High School Journalism Academy in the spring of 2025 in collaboration with the Ottawa Carleton District School Board. Close to 60 students took part in a high school journalism awards competition. An awards ceremony was preceded by an afternoon workshop in our audio production studios. We plan to repeat this successful High School Journalism academy in the spring of 2026.</p> <p>Our first journalism podcast camp offered in the summer of 2024 was a success, despite slight lower enrolment than we had hoped, with 25 participants.</p> | <p>n/a</p> |

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| | <p>the board, we think the work of high school outreach needs to be shared with all members of the faculty.</p> <p>We have begun work on a plan to reach out to all high schools in the Ottawa region in the coming academic year and with assistance from the Undergraduate Recruitment Office, hope to expand that outreach into the GTA this year as well.</p> <p>Our strategy will also include proactively taking part each year in the Mini-Course Program. We will also explore establishing a high school journalism summer institute that would offer journalism skills training opportunities to high school students who are already in some way involved with media projects in their school.</p> <p>This summer we are offering a Podcast Journalism summer camp the week of Aug. 12-16, in partnership with Athletics. If that program is successful, we will expand it next year as a vehicle for reaching high school age children to engage them with journalism.</p> | | <p>We re-offered the podcast camp in the summer of 2025 and it was a huge success, fully subscribed with 50 participants. We are expanding the summer camp program in the summer of 2026 to meet demand, adding a visual storytelling camp to the podcast offering as well as a second podcast camp, for three summer camps total.</p> | |
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