



## MEMORANDUM

**To:** Deans, Chairs, and Directors

**Copy:** Registrar, Provost and Vice-President Academic, Chief Librarian, Departmental Assistants, Assistant Registrar - Curriculum Management, Undergraduate Calendar, Publications Editor, Director of Admissions

**From:** Dr. Kelly MacKay, Vice-Provost Academic

**Subject: Undergraduate Curriculum Modification:** Preparation and Submission of Undergraduate Curriculum, Course and Program Changes for Calendar Production and SAS Implementation

**Date:** April 22, 2022

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This memo highlights for your information:

1. An update on the university's updated Institutional Quality Assurance Process (IQAP).
2. Preparation and submission guidelines for curriculum and calendar changes to be effective for 2023-2024; and
3. Resources to assist you with the preparation and submission of curriculum changes for Undergraduate Calendar Publications, the Academic Standards Committee, and Senate.

### **1. Updated Institutional Quality Assurance Process**

In February 2021 the Ontario Universities Council on Quality Assurance (the Quality Council) approved a revised Quality Assurance Framework (QAF). Consequently, all Ontario universities are required to review and update their IQAP to ensure alignment with the revised Framework.

Ryerson University is in the final stages of updating the four Senate Policies that constitute our IQAP (Policies 110, 112, 126, and 127). Policy 127 relates specifically to curriculum modification. The university anticipates final approval for these updated policies in June 2022. Upon final approval, the revised Senate Policies and associated guides and manuals will be made available to the Ryerson community.

The updates to Policy 127 are primarily elucidative in nature, with minimal substantive changes, and as such the current version of Policy 127 and accompanying guides can still be referenced for starting the curriculum modification process prior to the release of the revised policy.

## **2. Preparation and Submission Guidelines**

When preparing undergraduate curriculum modifications for the 2023-2024 academic year, Schools/Departments should refer to Ryerson's Senate [Policy 127: Curriculum Modifications: Graduate and Undergraduate Programs](#). The policy details the authority and responsibilities of Schools/Departments, Departmental/School Councils, Deans, and others in curriculum modifications. Additional resources are listed in section 3 below. When the updated policy is made available, it will supersede the existing policy.

The procedures for developing and submitting **Minor Modifications** (Categories 1, 2 and 3) and **Major Modifications** for undergraduate and Law degree programs are outlined below.

Please note that while **changes to a single course delivery mode** fall under Category 2 Minor Modifications within Senate Policy 127, when contemplating a change in mode of delivery of a course (for example to online course delivery), it is important to examine such a change in a broader context that considers the totality of the curriculum and the impact that such a change would have beyond the confines of that singular course offering. This type of modification requires various consultations, endorsements, and approvals as indicated in sections 1.22 and 1.23 of the procedures found in Policy 127. The consultations and approvals are important to ensure due process, and to ensure a holistic review of any proposed changes to course delivery.

Category 3 Minor Modifications and Major Modifications require **proposals** that are first assessed by the Academic Standards Committee (ASC) before being forwarded to Senate for consideration. To implement new or revised curriculum for the 2023-24 academic year, proposals must be approved at or before the November 2022 Senate meeting. Consultation with Curriculum Management prior to submission to ASC is recommended to ensure operational considerations have been addressed.

Please submit proposals to the Vice-Provost Academic ([ovpa.curriculum@ryerson.ca](mailto:ovpa.curriculum@ryerson.ca)) no later than **August 31, 2022**, as well as any related forms to the Undergraduate Publications Office by the same date. Based on workload, ASC cannot guarantee that curriculum modification proposals submitted after the August deadline will be reviewed in time for the November Senate meeting. While later submissions will be accommodated to the extent possible, implementation may be delayed until the 2024-25 academic year.

All Minor and Major Modifications require the submission of forms to the Undergraduate Publications Office within the **timelines indicated in Table 1 below**.

**Detailed information regarding the calendar change submission process**, including forms for Major and Minor Modifications, can be found on the Undergraduate Publications website: <https://www.ryerson.ca/undergradpublications/>.

You may also find the [Curriculum Implementation Information Summary and Registrar's Office Checklist](#) helpful.

**TABLE 1: Summary of Curriculum Change Categories, Examples, & Submissions**

Curriculum Change Categories and Examples	Submission procedure and timeframe
<p><b>Category 1 Minor Modification:</b> Changes to individual course name and/or course description. Changes to course requisites. Minor course hour changes (2 hours or less overall per semester).</p>	<p>Submit relevant form to the <a href="#">Undergraduate Publications Office</a>* beginning in May 2022 and up to <b>October 11, 2022</b>.</p>
<p><b>Category 2 Minor Modification:</b> Addition/deletion of elective courses. Repositioning a course within the curriculum. Changes to a <i>single</i> course delivery mode. Considerable course hour changes (3 hours or more overall per semester). Change in course weight. Small changes to existing minors, concentrations or optional specializations.** Addition/deletion of required courses.**</p>	<p>Submit relevant forms, together with <a href="#">RO checklist</a>, to the <a href="#">Undergraduate Publications Office</a>*, beginning in May 2021 and up to <b>October 11, 2022</b>.</p>
<p><b>Category 3 Minor Modification:</b> Small changes to admission requirements. Small changes to number of courses required for graduation (&lt;5%). Grading/academic standing variations. Deleting a required course from another teaching department, if disputed.** Changes to an existing co-op curriculum or schedule. Substantial changes to existing minors, concentrations or optional specializations.**</p>	<p>Submit proposal to OVPA*** beginning in May 2022 and up to <b>August 31, 2022</b> in order to meet the November Senate deadline. Later submissions will be accommodated to the extent possible, but implementation may be delayed until the 2024-25 academic year.</p>
<p><b>Major Modification:</b> Significant change to:</p> <ul style="list-style-type: none"> <li>• Admission requirements where it affects learning outcomes;</li> <li>• The total number of courses required for graduation in a program (greater than 5%);</li> <li>• Courses comprising a substantial proportion of the program since the last periodic program review that does not result in a new program;</li> <li>• Curriculum due to changes to the faculty delivering the program, for example a large proportion of the faculty retires, or the expertise of new hires changes the focus of research and teaching interests;</li> <li>• A program's essential resources such as when there have been changes to the existing modes of delivery (for example, a new institutional collaboration or a move to online, blended or hybrid learning), where these changes impair the delivery of the approved program;</li> <li>• The laboratory time of a program;</li> </ul> <p>The introduction or deletion of a co-op, internship, practicum, portfolio, or work experience requirement; Change to the name of the School or Department; Change in program name and/or degree designation (e.g. Honours); Change to a full-time or part-time program offering for an existing program; The merger of two or more programs, in the absence of any other significant changes; The establishment of an existing degree program at another institution or location; The offering of an existing program substantially online where it had previously been offered in face-to-face mode, or vice versa; Any other significant changes to a program or its learning outcomes that do not meet the threshold of 'new program'<sup>1</sup>; The closure of a program<sup>2</sup>.</p>	<p>Submit proposal to OVPA*** beginning in May 2022 and up to <b>August 31, 2022</b> in order to meet the November Senate deadline. Later submissions will be accommodated to the extent possible, but implementation may be delayed until the 2024-25 academic year.</p>

\* form submissions to [Undergraduate Calendar Publications Office](#). See [website](#) for submission information.

\*\*consult with VPA to determine whether this represents a Category 2 or 3 change.

\*\*\*submit proposal as an electronic copy in WORD format to: [ovpa.curriculum@ryerson.ca](mailto:ovpa.curriculum@ryerson.ca).

<sup>1</sup> Refer to Ryerson University Senate Policy 110 for definition

<sup>2</sup> For a program closure, commentary on the conditions leading to a program closure and the associated procedures that are to be used to facilitate the closure must be clearly articulated.

**Table 2: GUIDELINES FOR PREPARING AND SUBMITTING CURRICULUM MODIFICATIONS****CATEGORY 1 Minor Modifications** (See Table 1 for examples):

ACTIVITY	DETAILS	RECOMMENDED TIMING	DEADLINE/ IMPLEMENT'N
<b>PREPARATION</b>	Department/School discusses and prepares curriculum changes.	May - September	
<b>CONSULTATION</b>	Consult with Undergraduate Calendar Publications early in the process, as needed, to make sure you consider possible issues regarding the effect of the change on students in each year of the program, including out-of-phase students.	May - September	
<b>APPROVAL</b>	Department/School/Program/Faculty Council(s) of Teaching Department/School, as appropriate (or the approver, such as Chair/Director, designated by the Department/School/Program Council of Teaching Department/School)	May - September	
<b>FORMS*</b>	<a href="https://www.ryerson.ca/undergradpublications/">https://www.ryerson.ca/undergradpublications/</a>	May - September	<b>May 1 - October 11, 2022</b>
<b>IMPLEMENTATION</b>			Fall of next academic year

\* Departments/Schools are encouraged to submit forms to [Undergraduate Calendar Publications](https://www.ryerson.ca/undergradpublications/) ahead of the deadline, once completed in their entirety. See [website](#) for submission information.

**Table 3: CATEGORY 2 Minor Modifications** (See Table 1 for examples):

NOTE: Consideration must be given to the effect of the change on students in each year of the program, including Majors, Double Majors, Concentrations, Co-op, Direct Entry, advanced standing and out-of-phase students.

ACTIVITY	DETAILS	RECOMMENDED TIMING	DEADLINE/IMPLEMENT'N
<b>PREPARATION</b>	Department/School discusses and prepares curriculum changes.	January - September	
<b>CONSULTATION</b>	<p>Consultations should start as early in the process as possible and should include:</p> <ul style="list-style-type: none"> <li>• Vice-Provost Academic, for clarification of category of curriculum modification (e.g. Category 2 or Category 3)</li> <li>• Curriculum Management: Curriculum Advising and Undergraduate Calendar Publications (Registrar)</li> <li>• Chair/ Director and the Faculty Dean of the Departments/Schools affected by the curriculum modification</li> <li>• Library, if course/program changes have implications for Library resources</li> <li>• University Planning Office if additional resources (e.g., faculty, space, and/or technology) are needed as a result of the implementation of the proposed course and/or curriculum change</li> <li>• Chang School Program Director, School Council, and Faculty Dean, if Chang School courses are deleted or certificates are affected</li> </ul>	January - September	
<b>APPROVALS</b>	<ul style="list-style-type: none"> <li>• Department/School/Program/Faculty Council(s) of the Program Department(s)/Schools(s), for endorsement;</li> <li>• Faculty Dean of Program Department(s)/School(s), for endorsement;</li> <li>• Department/School/Program/Faculty Council(s) of Teaching Department/School, where applicable, for endorsement;</li> <li>• Faculty Dean of Teaching Department/School, where applicable, for endorsement; and</li> <li>• Senate, for approval as a consent agenda</li> </ul>	January - September	
<b>FORMS*</b>	<ul style="list-style-type: none"> <li>• <a href="https://www.ryerson.ca/undergradpublications/">https://www.ryerson.ca/undergradpublications/</a></li> <li>• <a href="#">RO checklist</a></li> </ul>	May - September	<b>May 1 - October 11, 2022</b>
<b>IMPLEMENTATION</b>			Fall of next academic year

\* Departments/Schools are encouraged to submit forms to [Undergraduate Calendar Publications](#) ahead of the deadline, once completed in their entirety. See [website](#) for submission information.

**Table 4: CATEGORY 3 Minor Modifications** (See Table 1 for examples):

ACTIVITY	DETAILS	RECOMMENDED TIMING	DEADLINE/IMPLEMENT'N
<b>PREPARATION</b>	Discussion and preparation of curriculum changes by Department/School	At least 1 year prior to submission	
<b>CONSULTATION</b>	<p>Consultations should start as early in the process as possible. Consultations will continue, as needed, throughout the proposal development.</p> <ul style="list-style-type: none"> <li>• Vice-Provost Academic</li> <li>• Registrar or Assistant Registrar, Curriculum Management</li> <li>• Registrar and Director, Admissions</li> <li>• Undergraduate Calendar Publications Editor</li> <li>• University Planning Office, if additional resources (e.g., faculty, space, and/or technology) may be needed as a result of the implementation of the proposed course and/or curriculum change</li> <li>• Library, if course/program changes have implications for Library resources</li> <li>• Department/Schools affected by the proposed changes and their Faculty Deans</li> <li>• Chang School Program Director, School Council, and Faculty Dean, if Chang School courses or certificates are affected</li> </ul>	At least 1 year prior to submission	
<b>PROPOSAL</b>	<p>Consideration must be given to the effect of the change on students in each year of the program, including Majors, Double Majors, Concentrations, Co-op, Direct Entry, advanced standing and out-of- phase students. The proposal should contain the following information, as appropriate:</p> <ul style="list-style-type: none"> <li>• the existing and the proposed curriculum modification, showing the revisions</li> <li>• the rationale for the curriculum modification, including information on comparator programs (where relevant)</li> <li>• changes to pre-requisites, if relevant</li> <li>• program learning outcomes</li> <li>• the effect of the proposed change on the program learning outcomes, enrolment targets, retention, and academic standing</li> <li>• the implementation date and implementation plan, and provisions for retroactivity</li> </ul>	Fall - Winter terms	
<b>APPROVALS</b>	<ul style="list-style-type: none"> <li>• Department/School/Program/Faculty Council(s) of the Program Department(s)/School(s), for endorsement;</li> <li>• Faculty Dean of Program Department(s)/School(s), for endorsement;</li> <li>• Department/School/Program/Faculty Council(s) of Teaching Department/School, where applicable, for endorsement;</li> <li>• Faculty Dean of Teaching Department/School, where applicable, for endorsement;</li> <li>• Academic Standards Committee (ASC)** for assessment and recommendation to Senate; and</li> </ul>	Winter – Spring terms	** Submit to ASC no later than <b>August 31</b> for consideration at November Senate meeting.

	<ul style="list-style-type: none"> <li>• Senate, for approval.</li> </ul>		
<b>ASC + SENATE APPROVALS</b>	<ul style="list-style-type: none"> <li>• ASC reviews the curriculum modification proposal</li> <li>• Letter to program if any clarification is required</li> <li>• Visit by program to ASC to respond to questions from Standards Committee (if requested)</li> <li>• ASC recommendation to Senate</li> </ul>	Spring - early Fall term	
	<ul style="list-style-type: none"> <li>• Senate approval</li> </ul>		No later than November
<b>FORMS *</b>	<ul style="list-style-type: none"> <li>• <a href="https://www.ryerson.ca/undergradpublication/s/">https://www.ryerson.ca/undergradpublication/s/</a></li> <li>• <a href="#">RO checklist</a></li> </ul>		<b>May 1 – August 31, 2022*</b>
<b>IMPLEMENTATION</b>			Fall of next academic year

\* Departments/Schools are expected to submit completed forms to [Undergraduate Calendar Publications](#) at the same time as submission to Vice-Provost Academic (August 31). Proposals will not be reviewed by ASC until all forms have been submitted. See [website](#) for submission information.

\*\*submit proposal as an electronic copy in WORD format to: [ovpa.curriculum@ryerson.ca](mailto:ovpa.curriculum@ryerson.ca)

**Table 5: MAJOR MODIFICATIONS** (See Table 1 for examples of major modifications):

**Important:** Major Modifications are normally an outcome of a periodic program review. Therefore, Major Modification proposals should be submitted within four (4) years following Senate approval of a periodic program review. Consultation with the Vice-Provost Academic must take place prior to commencing work on a Major Modification proposal if more than four years have elapsed since the last Senate approved periodic program review. Please consult the Vice-Provost Academic for further clarification.

ACTIVITY	DETAILS	RECOMMENDED TIMING	DEADLINE
<b>PRELIMINARY PREPARATION</b>	Curricular History in the Department and Program; Completion of Periodic Program Review; Goals and Rationale for Revising the Curriculum; Overview of Proposed Curriculum Changes; Review of the Learning Outcomes	At least 1 year prior to submission	
<b>CONSULTATION</b>	Consultations with the following individuals and/or groups should start as early in the process as possible and continue, as needed, throughout the proposal development: <ul style="list-style-type: none"> <li>• Vice-Provost Academic</li> <li>• Curriculum Development Consultant</li> <li>• Registrar, Assistant Registrar, Curriculum Management</li> <li>• Director, Admissions</li> <li>• Undergraduate Calendar Publications Editor</li> <li>• University Planning Office, if additional resources (e.g., faculty, space, and/or technology) may be needed as a result of the implementation of the proposed course and/or curriculum change</li> <li>• Department/Schools affected by the proposed changes and their Faculty Deans</li> <li>• Chang School Program Director, School Council, and Faculty Dean, if Chang School courses or certificates are affected</li> </ul>	At least 1 year prior to submission	

<b>PROPOSAL</b>	Refer to the proposal guidelines below (per Policy 127)	Fall – Winter terms	
<b>APPROVALS</b>	<ul style="list-style-type: none"> <li>• Department/School/Program/Faculty Council(s) of the Program Department(s)/School(s), for endorsement;</li> <li>• Faculty Dean of the Program Department(s)/School(s), for endorsement;</li> <li>• Department/School/Program/Faculty Council(s) of Teaching Department/School, where applicable, for endorsement;</li> <li>• Faculty Dean of Teaching Department/ School, where applicable, for endorsement;</li> <li>• Academic Standards Committee (ASC)** for assessment and recommendation to Senate;</li> <li>• Senate, for approval: and</li> <li>• Quality Council, in the case of an Expedited Approval of a Major Modification.</li> </ul>	Winter – Spring terms	** Submit to ASC no later than <b>August 31</b> for consideration at November Senate meeting.
	<ul style="list-style-type: none"> <li>• ASC reviews the curriculum modification proposal</li> <li>• Letter to program if any clarification is required</li> <li>• Visit by program to ASC to respond to questions from Standards Committee (if requested)</li> <li>• ASC recommendation to Senate</li> </ul>	Spring – early Fall	
	<ul style="list-style-type: none"> <li>• Senate approval</li> </ul>		November
<b>FORMS *</b>	<ul style="list-style-type: none"> <li>• <a href="https://www.ryerson.ca/undergradpublications/">https://www.ryerson.ca/undergradpublications/</a></li> <li>• <a href="#">RO checklist</a></li> </ul>		<b>May 1 - August 31, 2022*</b>
<b>IMPLEMENTATION</b>			Fall of next academic year

\* Departments/Schools are expected to submit completed forms to [Undergraduate Calendar Publications](#) at the same time as submission to Vice-Provost Academic (August 31). Proposals will not be reviewed by ASC until all forms have been submitted. See [website](#) for submission information.

\*\*submit proposal as an electronic copy in WORD format to: [ovpa.curriculum@ryerson.ca](mailto:ovpa.curriculum@ryerson.ca)

**Note:** Proposals for major curriculum modifications of an undergraduate or Law degree program or for a new undergraduate program require consultation with individuals in various units throughout the University. If your department/school is planning or considering either a major curriculum modification or the development of a new undergraduate degree program, **please contact the OVPA as early in the process as possible at:** [ovpa.curriculum@ryerson.ca](mailto:ovpa.curriculum@ryerson.ca). The VPA, RO, UPO and Library will work with your unit to assess the academic, resource, and administrative issues that need to be addressed in the proposal and advise accordingly.

**REQUIRED PROPOSAL:** All Major Modifications require preparation of a proposal as described below. The Major Modification proposal must indicate the implementation date, the implementation plan, and provisions for retroactivity. Consideration must be given to the effect of the change on students in each year of the program, including Optional Specializations, Majors, Double Majors, Concentrations, Co-op, Direct Entry, advanced standing and out-of-phase students.

**Include all of the following in the Major Modification proposal:**

1. a summary of the proposed changes and the rationale in light of the program's stated objectives;
2. the effect on the Undergraduate Degree Level Expectations (UDLEs) and program learning outcomes, illustrated through an analysis of curricular mapping;

3. the impact of the proposed changes on the program's students and how the changes will improve the student experience;
4. consideration of how an EDI/anti-racism lens has been applied to the proposed curriculum modification;
5. an indication of those changes that are the result of a previous periodic program review;
6. a list of the added resources that are needed, including space, faculty and staff. Where appropriate (e.g. changing from traditional to fully online delivery), comment on the adequacy of and access to technology platforms and tools, student support services, and faculty/staff training;
7. a table permitting easy comparison of the existing curriculum with the curriculum of the proposed amended program by year and term, including course numbers and titles, course hours in lecture, lab or studio, and course designation by program categories (core, open electives and liberal studies);
8. a rationale if there are changes to electives, with comments on the actual availability of electives;
9. a description of each new or amended course, in calendar format;
10. a statement of program balance (among core, open electives, and liberal studies) for existing and amended programs;
11. a statement of how and when changes will be implemented, and the strategy for communicating the changes to students;
12. a summary of the implications for external recognition and/or professional accreditation;
13. a summary, in the case of extensive changes, of views of the Program Advisory Council;
14. a list of any other programs affected by the changes; and
15. a brief executive summary.

For changes to program name and/or degree designation, include an explanation of why the proposed credential is more appropriate. Provide the credential used by comparator programs, and a comparison to the admissions requirements and curriculum of programs using the proposed credential. Demonstrate that the proposed credential is recognized by industry or by relevant professions. Where relevant, include feedback from alumni and current program students. Provide an implementation plan.

For a program closure, commentary on the conditions leading to a program closure and the associated procedures that are to be used to facilitate the closure must be clearly articulated.

### **3. Resources**

Please refer to the following Senate policies and other available resources as you plan for upcoming curricular modifications:

- **Overarching policies and procedures (updates pending approval)**  
[Policy 127: Curriculum Modifications: Graduate and Undergraduate Programs](#)  
[Policy 112: Development of New Graduate and Undergraduate Programs](#)
- **Policy Concerning Open Electives**  
[Senate Policy 2: Undergraduate Curriculum Structure](#)
- **Policies Concerning Grading Variations in a Course**  
[Policy 46: Undergraduate Grading, Promotion and Academic Standing](#) (Section 3.0a)  
[Policy 127: Curriculum Modifications: Graduate and Undergraduate Programs](#) (Section 3.2.3).  
[Policy 166: Course Management Policy](#)

- Guide to Curriculum Modifications: Undergraduate Programs (updates pending approval)**  
 A more detailed [Guide to Curriculum Modifications: Undergraduate Programs](#) includes definitions of the various types of curriculum changes; explanations of the submission and approval procedures for Senate, the Academic Standards Committee (ASC), and Undergraduate Calendar Publications; guides for developing curriculum proposals (e.g., for Minors, Concentrations, etc.); curriculum modification timelines; and a list of resource individuals and their contact information. This guide and other resources are available on the Curriculum Quality website, under the [Curriculum Development](#) tab.
- Undergraduate Calendar Publications: Online Resources and Workshops**  
 Ryerson's [Undergraduate Calendar Publications](#) provides detailed online information on the calendar submission forms and process and offers calendar submission workshops for faculty and staff. For the 2021 workshop schedule, link [here](#).
- List of Key Contacts for Curriculum Modifications**

Contact	Types of assistance
<b>Vice-Provost Academic (VPA) – c/o Office of the VPA</b>	
Ext 552356 Email: cdy@ryerson.ca	Assumes overall responsibility for Curriculum Modifications including: <ul style="list-style-type: none"> <li>distributing an annual curriculum modification memo and guidelines</li> <li>setting overall expectations</li> <li>providing advice and direction for programs</li> <li>chairs the Academic Standards Committee</li> </ul>
<b>Finance and Operations Officer, Office of the VPA</b>	
Ext. 552356 Email: cdy@ryerson.ca	Provides support to programs including: <ul style="list-style-type: none"> <li>providing general information</li> <li>organizing meetings with the VPA</li> </ul>
<b>Curriculum Quality Assurance Director</b>	
Email: ovpa.curriculum@ryerson.ca	Provides support to programs including: <ul style="list-style-type: none"> <li>guidance on the curriculum modification process</li> <li>responding to questions and providing advice about curriculum revisions</li> </ul>
<b>Curriculum Development Consultants</b>	
Email: ovpa.curriculum@ryerson.ca	Facilitate program activities in such areas as: <ul style="list-style-type: none"> <li>developing/revising program learning outcomes</li> <li>analyzing curriculum, SWOT/SOAR</li> <li>facilitating focus groups and in-class feedback</li> </ul>
<b>Experiential Learning</b>	
Ext. 544579 Email: experiential@ryerson.ca	Provides support to programs by: <ul style="list-style-type: none"> <li>providing resources for those interested in curating experiential based courses that enhance student learning and community impact.</li> </ul>
<b>Teaching Development and e-Learning</b>	
Email: teachingcentre@ryerson.ca	Provides support to programs by: <ul style="list-style-type: none"> <li>providing resources and information on teaching and learning</li> <li>coordinating technology-enhanced, blended and fully online learning initiatives, and encouraging the use of new and diverse learning and teaching methods</li> </ul>
<b>Library</b>	
Contact the subject librarian	Provides support to programs by: <ul style="list-style-type: none"> <li>preparing advice on library resources</li> </ul>

<b>Office of the Registrar</b>	
Registrar - Ext 556033 Email: robyn.parr@ryerson.ca  Assistant Registrar, Curriculum Management - Ext 554177 Email: d4wright@ryerson.ca	Provides support to programs by: <ul style="list-style-type: none"> <li>• providing information and advice on calendar requirements, submission dates, curriculum implementation plans, etc.</li> </ul>
<b>Undergraduate Publications Office</b>	
Ext. 556007 Email: calendar.edit@ryerson.ca	Provides support to programs by: <ul style="list-style-type: none"> <li>• creating curriculum-related reports, forms, templates, and other helpful resources.</li> </ul>
<b>University Planning Office</b>	
Ext. 557126 or 556369 Email: upo@ryerson.ca	Provides support to programs including: <ul style="list-style-type: none"> <li>• preparing standard data including program metrics and key indicators</li> <li>• providing resource evaluations for programs undertaking major curriculum modifications</li> </ul>