

BOARD OF GOVERNORS
Monday, January 28, 2013
 Jorgenson Hall – JOR 1410
 380 Victoria Street
5:00 p.m. to 7:30 p.m.

TIME	ITEM	AGENDA	PRESENTER	ACTION	PAGE
5:00	1	IN-CAMERA DISCUSSION (Board Members Only)			
5:15	2	IN-CAMERA DISCUSSION (Senior Management Invited)			
	2.1	Ryerson Builds – Capital Project Status Reports	Julia Hanigsberg Elisabeth Stroback	Information	6-13
		END OF IN-CAMERA SESSION			
5:20	3	INTRODUCTION			
	3.1	Chair's Remarks	Phyllis Yaffe	Information	
	3.2	Approval of the January 28, 2013 Agenda	Phyllis Yaffe	Approval	
5:25	4	REPORT FROM THE PRESIDENT	Sheldon Levy	Information	14-17
5:35	5	REPORT FROM THE SECRETARY	Julia Shin Doi	Information	
5:40	6	REPORT FROM THE PROVOST AND VICE PRESIDENT ACADEMIC	John Isbister	Information	18-21
	6.1	Canadian University Student Survey Consortium (CUSC) <ul style="list-style-type: none"> Graduating Student Survey 2012: Highlights Report 	John Isbister	Information	22-39
6:00	7	REPORT FROM THE VICE PRESIDENT ADMINISTRATION AND FINANCE	Julia Hanigsberg		
	7.1	Sustainability at Ryerson	Julia Hanigsberg Tonga Pham	Information	40

	8	DISCUSSION ITEMS			
6:15	8.1	<u>Report from the Chair of the Finance Committee</u>	Bob Richards		
	(a)	Introduction to the 2013-14 Budget Process	Sheldon Levy		
	(b)	Budget 2013-14: Part One – Environmental Scan	Paul Stenton	Information	41-55
	(c)	Update on Ryerson Futures Inc.	Sheldon Levy Julia Shin Doi Matt Saunders	Information	56-66
	9	CONSENT AGENDA			
	9.1	Approval of the November 26, 2012 Minutes	Phyllis Yaffe	Approval	67-72
	10	OTHER BUSINESS			
	11	FOR INFORMATION			
	11.1	Ryerson Achievement Report		information	73-82
7:30	12	TERMINATION	Phyllis Yaffe		

3.2 RE: Approval of the January 28, 2013 Agenda

BE IT AND IT IS HEREBY RESOLVED:

THAT the January 28, 2013 Agenda be approved as presented.

9.1 Re: Approval of the November 26, 2012 Board Minutes

BE IT AND IT IS HEREBY RESOLVED:

THAT the November 26, 2012 Board Minutes be approved as presented.

MISSION STATEMENT

The special mission of Ryerson University is the advancement of applied knowledge and research to address societal need, and the provision of programs of study that provide a balance between theory and application and that prepare students for careers in professional and quasi-professional fields.

As a leading centre for applied education, Ryerson is recognized for the excellence of its teaching, the relevance of its curriculum, the success of its students in achieving their academic and career objectives, the quality of its scholarship, research and creative activity, and its commitment to accessibility, lifelong learning, and involvement in the broader community.

By-Law No. 1 Being the General By-Laws of Ryerson University

ARTICLE 9

CONFIDENTIALITY AT BOARD MEETINGS HELD IN CAMERA

“Attendees are reminded that discussions entered into and the decisions made during this *in camera* session are carried out in confidence and are not to be repeated or discussed outside the room in which the Board is meeting except with others who are in attendance at this *in camera* session and who agree to abide by these conditions or as otherwise provided in these conditions.

Any written material provided for this *in camera* session will be retained in confidence afterwards, or at my discretion be required to be returned to the Secretary at the end of the meeting.

Decisions reached during this *in camera* session which are to be announced after the meeting will be made public by the Chair or such other individual as is designated by the Chair, by official announcement or press release only and such publication does not free members of the obligation to hold in confidence the discussions which took place in this *in camera* session or the material involved.

Any person present who does not agree to abide by these conditions is asked to leave the meeting room at this time. The continued presence of a member or others in the room during the discussion at this *in camera* session shall indicate acceptance of these conditions.”

Congratulations –

- *Order of Canada* appointments announced on December 30, 2012 include Phil Fontaine (Doctor of Laws *honoris causa* 2011), Aditya Jha (Doctor of Laws *honoris causa*, 2009), and Heather Reisman (Doctor of Commerce *honoris causa*, 2006).
- *2012 Canada's Most Powerful Women Top 100* list also honoured Heather Reisman as Founder & CEO, Indigo Books & Music Inc. in the CIBC Entrepreneurs category, and DMZ entrepreneur Kanika Gupta, Founder & Chief Catalyst, SoJo (a company that provides information and support to social innovators) in the Telus Future Leaders category.
- *Toronto Life* magazine included Chancellor Emeritus G. Raymond Chang, Board of Governors Chair Phyllis Yaffe, and honorary doctorate recipient Margaret McCain (Doctor of Laws *honoris causa* 2008) among the inaugural class of inductees into the Toronto power players Hall of Fame, as part of its *50 Most Influential* article in the December 2012 issue.

OPSEU Staff Star Award 2012: The 15th annual Ontario Public Service Employees Union (OPSEU) Staff Star Award was presented to Jeffrey Edmunds, Student Affairs Coordinator, School of Social Work, on November 20th. The OPSEU Staff Star Award recognizes exemplary job performance, and it is notable that nominations are submitted by teams, students, co-workers and supervisors celebrating the talents and contributions of a colleague. The dedication of our staff is fundamental to the culture and progress of our university, and I am pleased to offer congratulations to Jeff and all the nominees, and thanks to OPSEU for sponsoring the award.

Larissa Allen retirement – On November 29th, 2012 the Ryerson community expressed thanks and appreciation to AVP Human Resources Larissa Allen for her many years of service to the university. Larissa joined Ryerson in 1969 and has contributed greatly to the most vital part of our success, quality service to our people. The well-attended occasion featured tributes from colleagues and retirees, including former Provost Errol Aspevig who joined vice-presidents, presidents, and community members in celebrating a long history of achievement and leadership.

Year-End Accolades for Ryerson – At the turn of the year the contributions made by the university to city-building and public engagement were recognized with two notable mentions. In the *Toronto Star*, *Christopher Hume picks the best architecture of 2012* called the Ryerson Image Centre “a glow-in-the-dark facility that brings new life to Gould Street” and “a metaphor for a building that houses the university’s photographic collection, an art gallery and the image arts faculty.” The Mattamy Athletic Centre is called “a brilliant example of how a structure as tough and unforgiving as Maple Leaf Gardens can be remade and recycled into something authentic yet fully of its times.” In its online article “The Best New Art Galleries in Toronto 2012,” *blogto.com* awarded 1st Place to the Ryerson Image Centre, citing the combination of remarkable space, a “priceless collection of 20th century photojournalism,” and “innovative and compelling shows” as reasons for RIC’s assured place “as an international hub for photography.”

Liberal Leadership Race – By the time of the January 28th Board meeting, the next leader of the Ontario Liberal Party will be known. Over past weeks, the Toronto Board of Trade has hosted dinners with each of the candidates. I was pleased to be able to attend the events with Gerard Kennedy, Glenn Murray, Sandra Pupatello, and Kathleen Wynne, and Ryerson had representatives attending every occasion.

2013 Alumni Achievement Awards – A special reception on February 13th will honour this year's outstanding recipients of the awards recognizing Ryerson graduates who have excelled in making a significant contribution to their profession, community and country.

Alumni Awards of Distinction –

- Tom Anselmi (Architectural Science '79), President and COO, Maple Leaf Sports and Entertainment, Member of the Board of Governors for Major League Soccer, Vice-Chairman Toronto Board of Trade
- Al Coates (Business '68), Executive Director, IIHF World Junior Championships, former Director of Player Personnel, Toronto Maple Leafs, former General Manager, Calgary Flames (2 Stanley Cup rings)
- Dwight Drummond (RTA '91), Co-anchor CBC News Toronto, former Anchor Citynews@Five
- Jeff Zabudsky (Journalism '86), President & CEO, Sheridan College
- George Yabu & Glenn Pushelberg (Interior Design '76), world-renowned 30-year partnership including projects such as W Hotel Times Square, Tiffany & Co in New York City, and St. Regis Hotel in San Francisco, Doctor of Laws *honoris causa* 2003

Isadore Sharp Outstanding Recent Graduate Award –

- Lisa Codrington (Theatre '03), past Playwright-in-Residence The Canadian Stage Company, nominee for Governor General's Award for Drama, nominee for inaugural Toronto Arts Council Foundation Emerging Artist Award

Outstanding Volunteer Award –

- Ross Mutton (RTA '69), former Ryerson University Alumni Association board member, executive member RUAA Ottawa branch, alumni Convocation speaker

Outstanding International Alumni Award –

- Carrole A.M. Guntley (Hospitality '75), Director General, Ministry of Tourism, Jamaica

Symposium on City Governance – On December 12th I was pleased to co-host a meeting of urban thinkers with Anne Golden, Ryerson Distinguished Visiting Scholar and Special Advisor. *Governance Gridlock: Solving the Problem for 21st Century City Regions* explored the future of Toronto and other large urban regions as the drivers of economic prosperity in the global economy. Participants included Paul Bedford, formerly Chief City Planner for Toronto, Alan Broadbent, Chair of the Maytree Foundation; Geoff Cape, CEO of Evergreen; David Crombie, former mayor of Toronto; Ester R. Fuchs, Director of the Urban and Social Policy program, School of International and Public Affairs, Columbia University; Shirley Hoy, CEO, Toronto Lands Corporation; Adam Vaughan, Toronto city councillor; and Ryerson professors David Amborski, School of Urban and Regional Planning, and Myer Siemiatycki, Department of Politics and Public Administration. Each participant submitted a 500-word essay outlining reforms to be considered during the symposium, and the essays will be edited and published as part of a monograph to be shared and used by students, politicians and educators.

National Day of Remembrance – Ryerson holds a memorial each year to mourn the fourteen women who died at L'Ecole Polytechnique in Montreal in 1989, and to recognize and take action in support of vulnerable members of our community. The December 6th Memorial Committee, formed out of the Montreal tragedy, is committed to ending violence against women and children through education, and this sustained and meaningful leadership is greatly appreciated.

International Visit – On November 30th I was pleased to join Professor Anver Saloojee, President of the Ryerson Faculty Association, in welcoming Professor Angina Parekh, Deputy Vice Chancellor Academic, University of Johannesburg, South Africa, on a visit to campus. The discussion centred on academic partnership and collaboration, and we look forward to further engagement on opportunities for working together.

Pension Conference – On November 27th, the Centre for Labour Management Relations hosted a group of the most knowledgeable experts in Ontario and Canada in an excellent discussion of the future sustainability of Canada's pensions. Held at the Mattamy Athletic Centre, the event engaged economists, scholars, and policy makers in a timely review of issues. Speakers included David Dodge, former Governor of the Bank of Canada, Harry Arthurs, former President of York University, Jim Stanford, CAW and Kevin Page of the Parliamentary Budget Office.

TEDx Ryerson – On November 25th the third annual TEDxRyersonU conference held at the Mattamy Athletic Centre was a great success. The 2012 theme was *ACT*, and speakers engaged the audience in sharing interpretations that bring the word to life. A student-led initiative, the 2012 TEDxRyersonU Steering Team included: Thomas George (Curator), Andrea Crofts (Marketing), Stephen Kassim (Productions and Logistics), and David Greisman (Speaker Relations), supported by more than 25 actively involved students – and I am proud to extend congratulations and thanks for an event that continues to grow in sophistication and impact, and advance the reputation of the university for ingenuity and creative ideas.

RBC Play Hockey Charity Challenge – On December 19th the first ever sold-out game at Mattamy Athletic Centre raised \$100,000 for grassroots hockey and learn-to-skate programs across the country administered through the NHLPA Goals & Dreams Fund and the RBC Play Hockey program. The contest featured 39 NHL hockey players and Rams goaltender Louie George netminding in the second period. Prior to the game, the NHLPA Goals & Dreams Fund donated 50 sets of brand new equipment to Ryerson's Rams in Training Program, a new initiative that teaches hockey and life skills to local children from the Moss Park Hockey League. The Ryerson Rams Network, featuring students from the RTA School of Media, produced a live webcast shown on the NHLPA's livestream website, as well as sportsnet.ca and Yahoo sports blog Puck Daddy. *"This is unbelievable," said Rams captain Andrew Buck. "We go from playing games at George Bell Arena in front of 25 fans to hosting events like this. It's good for the school, it's good for the hockey programs and it's good for the kids that this event will help."*

Community Outreach – The passion for city-building that is inspired and defined by making a positive difference in the lives of others is being reflected in the growth of Ryerson initiatives all across the university, at the holiday season and throughout the year. I am proud to recognize and thank every member of our community and so many generous partners for the energy and ideas that enliven and increase our contributions in this meaningful way. It is the best news to be able to say that there are more wonderful gestures happening than I am able to report, and great to look forward to the continuing development of creative and heartfelt programs that share our blue-and-gold spirit with the world.

from the President's Calendar

November 23, 2012: Ryerson hosted a visit to the DMZ by Simon Kennedy, Deputy Minister of International Trade, Government of Canada.

November 26, 2012: I was a member of the Colleges Ontario Higher Education Summit panel discussion on *The Future of Postsecondary Education*, with John Tibbits, president of Conestoga College, and Harvey Weingarten, president and CEO of the Higher Education Quality Council of Ontario (HEQCO).

December 3, 2012: I was pleased to deliver remarks and congratulations on the occasion of the Council of Ontario Universities 50th Anniversary Celebration.

December 7, 2012: At the invitation of the Ontario Public Service (OPS), I made a presentation to Deputy Ministers and Assistant Deputy Ministers on Ryerson development and how we have to work together to move the postsecondary yardsticks forward.

December 7, 2012: Ryerson welcomed Henry Holtzman, Chief Knowledge Officer, MIT Media Lab, on a visit to the Digital Media Zone and a meeting with the university leadership team.

December 11, 2012: I joined VP Research and Innovation Wendy Cukier, and Director of Ryerson International Marsha McEachrane Mikhail, in a meeting with Javier Domokos Ruiz, Consul General of Cuba.

December 14, 2012: Ryerson met with Medtag and the federal government to continue discussions on a research project in the course of collaborative development.

January 11, 2013: Gerd Hauck, Dean of the Faculty of Communication & Design, hosted a visit to Ryerson by Werner Wnedt, German Ambassador to Canada.

Gervan Fearon appointment – The Ryerson community joins in offering congratulations and best wishes to Gervan Fearon, Dean of the G. Raymond Chang School of Continuing Education, on his appointment as the next Vice-President (Academic and Provost) at Brandon University, effective July 1, 2013. Gervan's leadership at Ryerson has advanced partnership in the development of academic options, award-winning online delivery, and innovative opportunities for lifelong learning, and it is a privilege to extend warmest thanks and confident wishes for every success. The search for a successor will be conducted in accordance with the Policy and Procedures Relating to Search Committees and Appointments in the Academic Administration ('AAA Policy'), and an interim dean will be appointed from July 1st, 2013 until the position is filled.

Welcome – Navdeep Bains, MP Mississauga-Brampton South (2004-2011), has been appointed a distinguished visiting professor at the Ted Rogers School of Management for a one-year term. His role at Ryerson will include facilitating student connections with business, political and community leaders through the development of a lecture series, mentorship program, and related initiatives.

FACULTY DISTINCTION

- The *2012 Sarwan Sahota Award* for Distinguished Scholarly, Research and Creative Activity was jointly awarded to three exceptional Ryerson researchers: Dr. Martin Antony, Chair, Department of Psychology, Dr. Daolun Chen, Department of Mechanical and Industrial Engineering, and Dr. Michael Kolios, Department of Physics.
- Dr. Grace-Edward Galabuzi was honoured by the *2012 Planet Africa Awards* as the recipient of the Renaissance Award for academic and community leadership on social justice issues.

STUDENT AND ALUMNI ACHIEVEMENT

- *2013 MBA Games* – The Ted Rogers School of Management team won a strong 2nd Place at the event hosted January 4-6th by the DeGroote School of Business. Competing with more than 600 students from 21 Canadian universities in three categories (academics, athletics, spirit), Ryerson made the finals in the marketing and crisis management case competitions, won the Community Service Challenge, and dominated athletics with a bronze in volleyball and dodgeball, and going undefeated in floor hockey for the gold. First place overall was won by the Schulich School of Business, with Laval University placing third. Congratulations to our dedicated students and faculty advisors on representing TRSM and Ryerson so well.
- On February 9th the 2013 Academy Awards for technical achievement will present the Scientific and Engineering Award to former Ryerson student James Jacobs and teammates Simon Clutterbuck and Dr. Richard Dorling whose work for Wetal Digital in New Zealand on the 'tissue physically-based character simulation framework' has been used in films like *Avatar*, *Rise of the Planet of the Apes*, and *The Hobbit: An Unexpected Journey*.

- Tyson Breuer (Image Arts '11) won the Best Drama Award at the International Student Film Festival Hollywood in November 2012 for *Three Small Words*, in a competition featuring submissions from 15 countries worldwide in a range of categories, where winners were celebrated as “the future of the industry.”
- Stephen Dunn (Image Arts 2012) was awarded the Arte Short Film Prize at the Munich International Festival of Film Schools in November 2012 for his highly acclaimed short film *Life Doesn't Frighten Me*, competing against 38 films from 22 countries.
- Andrew Moir (Image Arts 2012) was the recipient of the Manulife Financial Best Student Film Award at the Toronto Film Critics Association gala on January 8th, for his short documentary “Just As I Remember” on the experience of families dealing with ALS.
- The winners of the 4th annual Danier Design Challenge, an exclusive partnership offering students at the Ryerson School of Fashion a direct professional connection to industry, were announced on January 10th, 2013: First Place (\$5,000) was awarded to Ostwald Au-Yeung; 2nd Place (\$3,000) was awarded to Som Kong; and there was a three-way tie for 3rd Place, with Amy Tahmizian, Diana Li and Kamra Khalid each receiving \$2000. The top two designers also receive an internship at Danier, and their designs will be produced as part of the Danier collection for Fall 2013. This year 56 students took part in the annual challenge, and the designers were mentored by an expert panel of judges throughout the competition.

RESEARCH IMPACT – recent examples

"Bloodless Surgery" – Dr. Jahan Tavakkoli, Department of Physics, investigates therapeutic ultrasound, ranging from high-intensity focused ultrasound (HIFU) to low-intensity pulsed ultrasound (LIPUS). HIFU is sometimes known as a "bloodless surgery" modality because it is a non-invasive technique that potentially eliminates the need for open surgery and general anaesthesia in many surgical procedures. HIFU works by rapidly converting intensive ultrasound energy into heat, resulting in a beam that is deep seated in tissue and so highly focused that it does not affect intervening tissues and organs, and enables a high degree of surgical precision with minimal side effects. Safe and relatively inexpensive, ultrasound holds enormous promise for Canada's health-care system, including clinical applications in the fields of oncology, neurosurgery, pain medicine and cosmetic surgery. In his research, which is funded by NSERC, the Ontario Ministry of Economic Development & Innovation, and Ryerson University, Dr. Tavakkoli draws on his prior years of experience in the medical R&D sector, including involvement in the development of three HIFU devices used in clinical applications for treating prostate cancer, treating kidney cancer, and facial cosmetic surgery.

"As a Ryerson faculty member, I'm well connected to other researchers in the Greater Toronto Area and abroad who are conducting world-class biomedical ultrasound research. It is stimulating to have opportunities to collaborate with clinicians and industrial partners on translating my research into innovative products for real-world clinical applications."

- Dr. Jahan Tavakkoli

"Trade, not aid" – How can Canadian companies build stronger economic ties with developing countries while promoting sustainable development and reducing poverty in those regions?

Supported by the Ted Rogers School of Management and the Institute for the Study of Corporate Social Responsibility (CSR), with funds from the Canadian International Development Agency, a research project led by TFO Canada, a non-profit organization dedicated to fostering trade for

"Research has revealed a number of innovative partnerships that enhanced the economic livelihood of developing country partners, reduced environmental impacts and improved the health and welfare of communities. Retailers are increasingly addressing their supply-chain impact as part of their corporate social responsibility."

- Kernaghan Webb, Director, CSR

developing countries, in collaboration with the North-South Institute, examined the practices of thirty partnerships worldwide. Preliminary research found over two dozen examples of large retailers and other multinational firms getting directly involved in international development projects that support their overseas suppliers in addressing environmental and social issues. A roundtable discussion will be hosted by the Ted Rogers School of Management early this year to

share the results of the research project with Canadian industry leaders in retailing and importing.

"80 per cent energy savings" – As temperatures fall in winter, heating costs inevitably rise. Research led by Dr. Russell Richman, Ryerson architectural science, in collaboration with Dr. Kim Pressnail, University of Toronto civil engineering, is exploring 'nested thermal envelope design' in home construction to achieve dramatic savings on energy consumption. The nested design works by creating two zones within a home: the core, a fully heated zone at the centre of the house comprising the main living area, for example the kitchen, living room and bedrooms; and the perimeter, which is kept at five degrees and consists of rooms used less often, such as a formal dining room, sunrooms and secondary bathrooms. A heat pump installed between the core and the perimeter ensures that heat is pumped back into the central core of the house before it escapes entirely. Space heating is the largest single contributor to residential energy use in Canada at 60 per cent of the total. Minimizing envelope heat losses is one approach to reducing this percentage. The research team has been evaluating variations on nested thermal envelope designs since 2007, and calculations using a building energy simulation program revealed up to 80% in potential energy savings. Preliminary findings were published in the November 2012 issue of Energy and Buildings. With a research grant from the Ontario Power Authority Technology and Development Fund and the University of Toronto, this winter the nested thermal envelope design will be implemented in a downtown Toronto home for the next stage of the study.

"In the winter, you could get savings by living in a smaller space," says Dr. Richman. "But you can't just heat one room, because there is no insulation between one room and the outside or other rooms. To do it really well, you need to insulate the room and then insulate the whole house. As we explain it, zonal heating is just a house within a house, or a box within a box. There are so many research questions still to be answered, and it's always exciting to take theoretical research and turn it into practice."

- Dr. Russell Richman

"Helping heart surgery patients with self-care" - It is common for patients who have had heart surgery to experience anxiety and short-term memory loss as side effects. New research led by Dr. Suzanne Fredericks, Daphne Cockwell School of Nursing, has found that heart-surgery

patients experiencing these conditions are less successful at self-managing care, and risk readmission to hospital. Dr. Fredericks, along with co-authors Dr. Jennifer Lapum and graduate student Joyce Lo, reviewed 16 studies on the psychological condition of more than 3,700 patients in Canada, the U.S. and Europe who had coronary artery bypass grafts or valve replacement surgery. The team suspected that patients with anxiety and depression might not be able to learn and recall what they were taught about self-care before discharge from hospital, and this proved to be the case. At least half of the patients reported moderate to severe levels of anxiety and depression during recovery at home. These patients were only able to do one self-management behaviour at a specific point in time while patients with milder anxiety and depression were able to complete a variety of tasks, such as refilling their prescription on time,

“Assessing and managing patient levels of anxiety and depression before providing education on self-care will greatly reduce the likelihood for the development of complications and re-admittance to the emergency room, which ultimately decreases the burden on the health-care system.”

- Dr. Suzanne Fredericks

taking the medication and engaging in coughing or deep-breathing exercises, common self-care behaviours that patients are taught before leaving the hospital. The researchers will use their findings from this initial review to launch a larger study to monitor heart-surgery patients during their recovery over a six-month period. From there, the researchers will design an intervention program to help those patients with higher levels of anxiety and depression learn how to care for themselves during their home recovery. The study, published in the November 2012 issue of Clinical Nursing Research, was funded by the Ontario

government’s Primary Health Care System Program and Ryerson University’s Faculty of Community Services Publication Support Grant Program.



BOARD OF GOVERNORS MEETING
28 January 2013

AGENDA ITEM:

Graduating Student Survey 2012: Highlights Report

STRATEGIC OBJECTIVES:

- ☐ Academic
- ☒ Student Experience
- ☐ Space Enhancement
- ☐ Reputation Enhancement
- ☐ Financial Resources Management
- ☐ Compliance (e.g. legislatively required)
- ☐ Governance

ACTION REQUIRED:

None.

SUMMARY:

This report summarizes results from the Graduating Student Survey 2012 and is presented for the information of the Board of Governors.

BACKGROUND:

The triennial Graduating Student Survey 2012 is one of a series of student surveys conducted by Ryerson as a member of the Canadian University Survey Consortium. Survey questions relate to students' satisfaction with their academic program and the University experience, as well as information about employment and plans for future education.

COMMUNICATIONS STRATEGY:

The report will be disseminated within the Ryerson community and posted on the University's website.

PREPARED BY:

Paul Stenton, Vice Provost, University Planning
18 January 2013

APPROVED BY:

John Isbister, Interim Provost and Vice President Academic
18 January 2013

GRADUATING STUDENT SURVEY 2012

FOR STUDENTS GRADUATING FROM UNDERGRADUATE PROGRAMS



HIGHLIGHTS OF RESULTS PREPARED BY THE UNIVERSITY PLANNING OFFICE

**RYERSON
UNIVERSITY**

Everyone Makes a Mark

GRADUATING STUDENT SURVEY 2012

Highlights of Results for Ryerson University

Introduction

In 2012, under the auspices of the Canadian University Survey Consortium, Ryerson undertook a survey of students who were expected to graduate that year. Questions focused on students' satisfaction with their academic program and the University as a whole, as well as their plans for future education and employment.

The overall response rate for the Graduating Student Survey 2012 is 33 percent: 1,424 respondents were enrolled in full-time programs, and 140 were enrolled in part-time programs.¹

Ryerson has been a member of the Canadian University Survey Consortium, a group of approximately 30 universities across Canada that conducts student surveys across participating institutions, for the past 15 years. Since 2000, the Graduating Student Survey has been conducted on a triennial basis. A summary of results for these earlier surveys can be found on Ryerson's website at www.ryerson.ca/upo.

Ryerson's impact on students' growth and development

Graduating students were asked about their perception of the degree to which various activities and features of the University contributed to their growth and development. A list of these activities or features was provided to respondents, who were asked to rate the contribution of each to their growth and development using a four-point scale: very much, some, very little, and none. Alternatively, respondents could indicate that a given activity was "not applicable." Generally, results are consistent with the previous round of the survey conducted in 2009.

Figure 1 summarizes the ratings provided by students for academic activities. Generally, graduating students indicate that classroom activities and assignments made substantial contributions to their growth and development. These include classroom instruction (with 91 percent of students indicating this made a positive contribution) and written assignments (rated positively by 86 percent). Similarly, faculty feedback on assignments, classroom discussions and required reading were each rated as making a positive contribution by 84 percent.

The activities receiving the highest ratings are practica and internships (rated positively by 96 and 93 percent of respondents, respectively). Co-ops and other program-related work experience are rated positively by 90 percent. It should be noted that only about a fifth of respondents actually report experience in these areas (and fewer than 10 percent report experience with co-ops).

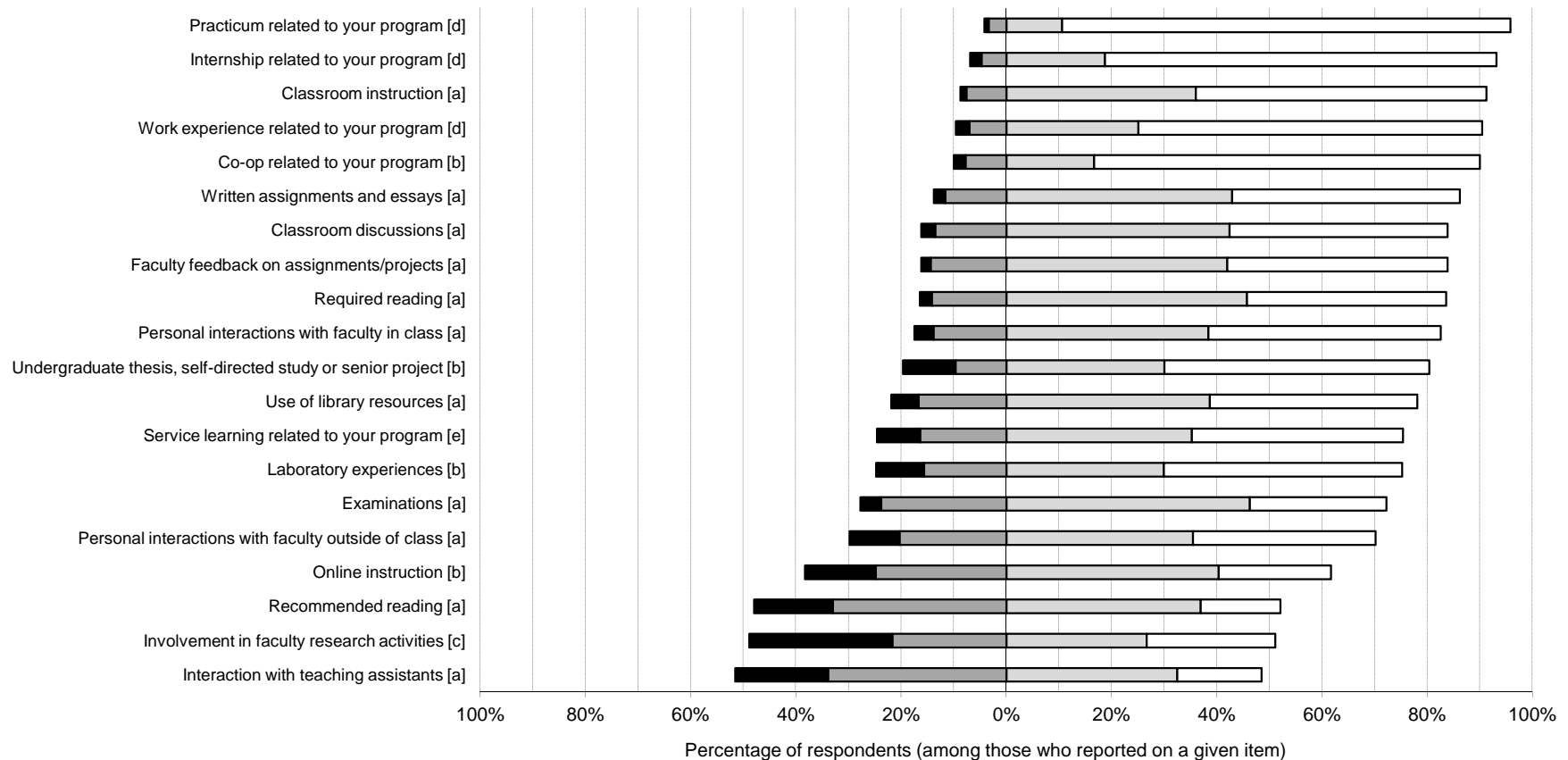
Relative to other activities, the reported contribution of interactions with teaching assistants, faculty research activity and recommended reading was fairly low. However, students who report that they have *been* a teaching assistant generally indicate that the experience contributed to their growth and development.

Figure 2 outlines the ratings provided for a variety of co-curricular activities. Interactions with other students made the most substantial contribution to the greatest number of students. The vast majority of all respondents indicate that interactions with other students contributed to their growth and development, with most reporting that this contributed “very much.”

Community service or volunteer activities, both on- and off-campus, as well as on-campus employment, are each identified as making a positive contribution by about 85 percent of respondents. This proportion of students reporting positively on the impact of on-campus employment and on-campus volunteer work has increased 7 to 8 points over 2009 results. (About a quarter of students report on each of these items.)

Other activities – international study and exchanges, or being a teaching assistant – are also rated highly by the respondents who report on them, but few students (less than 20 percent) indicate that they have participated in these activities. Relative to other activities, the reported contribution of campus social activities and cultural events, as well as attendance at home games of university teams, is somewhat low. This is consistent with previous survey findings as well as the Canadian average.

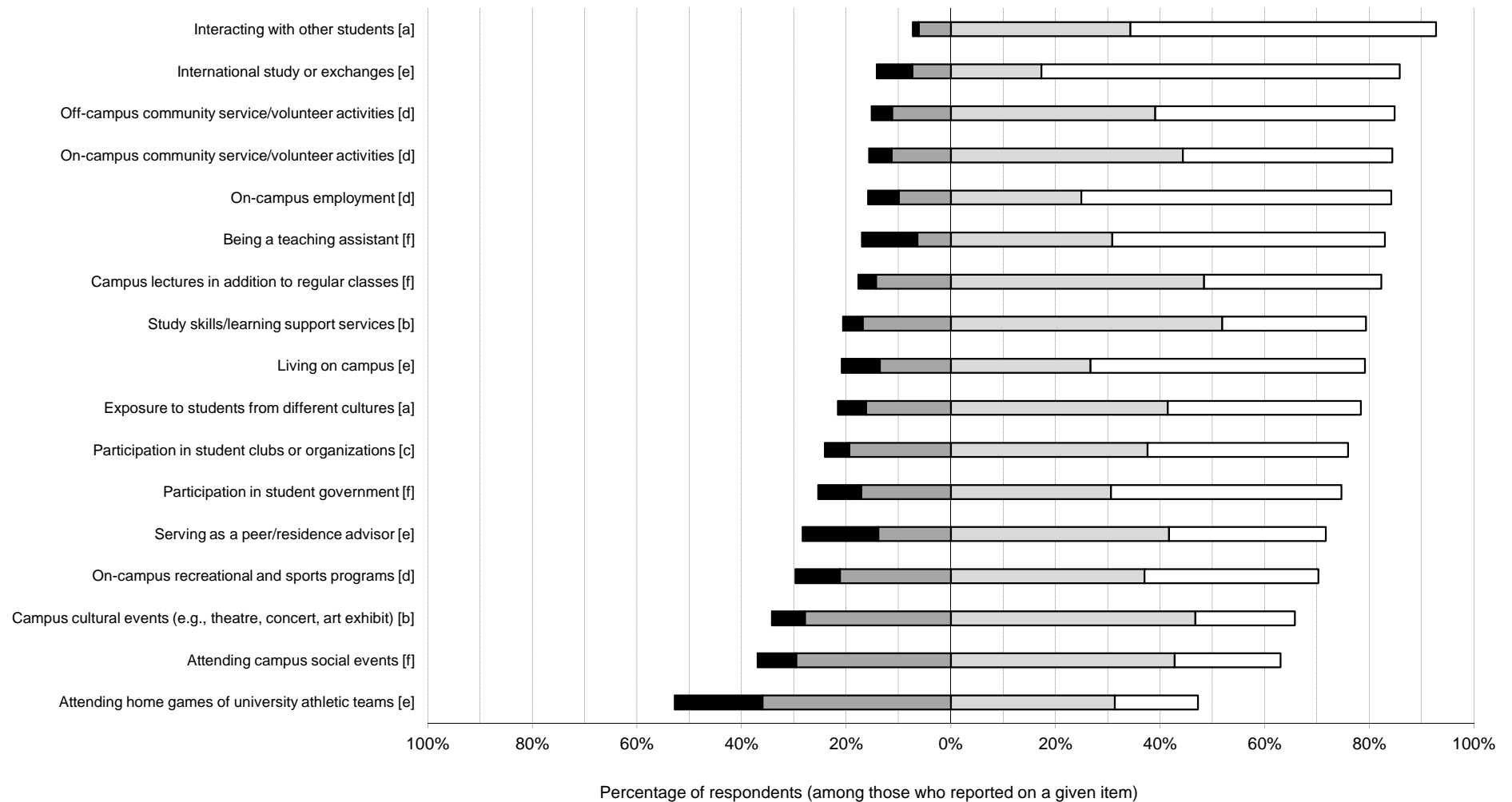
Figure 1: Contribution of academic activities to students' growth and development



NOTES: [a] At least 90% of respondents report on this item.
 [b] 70 to 89% of respondents report on this item.
 [c] 50 to 69% of respondents report on this item.
 [d] Fewer than 25% of respondents report on this item.
 [e] Fewer than 10% of respondents report on this item.

None Very little Some Very much

Figure 2: Contribution of co-curricular activities to students' growth and development



NOTES: [a] At least 80% of respondents report on this item.
 [b] 50 - 53% of respondents report on this item.
 [c] 40 - 46% of respondents report on this item.
 [d] 20 - 29% of respondents report on this item.
 [e] 10 - 19% of respondents report on this item.
 [f] Fewer than 10% of respondents report on this item.

None Very little Some Very much

The development of skills and personal traits

Ryerson's contribution: Graduating students were asked how well Ryerson helped them to build skills or develop personal traits in a variety of areas. For each skill or trait, the following scale was used: very much, much, some, very little or none. Generally, results are consistent with those obtained in the previous round of the survey conducted in 2009.

Figure 3 illustrates for each skill or trait the ratings provided by students. Generally, graduating students believe Ryerson made a substantial contribution to the development of broad knowledge in their major field of study, their ability to think logically and analytically, to work independently, to access information and to interact cooperatively in groups – at least 90 percent of respondents report that Ryerson made a contribution in these areas. Ryerson's contribution to most other areas is also rated positively. Students appear to be less positive about Ryerson's contribution to their mathematical skills, entrepreneurial skills or use of scientific principles. Interestingly, respondents are more positive about Ryerson's contribution to their skills in “analyzing quantitative problems” (69 percent) than they are with respect to mathematical skills (53 percent). Although both items are rated as relatively low compared to other skills, Ryerson is similar to other Canadian participants in this regard.

With respect to the development of entrepreneurial skills, feedback from Ryerson students is more positive than that from students at other universities: a quarter of Ryerson respondents indicate that the University contributed “much” or “very much” to the development of their entrepreneurial skills, compared to 19 percent at other universities.

Relative importance of skills and traits: Students were asked to identify which three skills or traits are the most important ones to develop, regardless of how Ryerson may have contributed. The skill or trait identified most commonly is time management skills, cited by 37 percent of students, followed by self confidence and specific employment-related skills or knowledge, each identified by 30 percent.

Students' satisfaction

80 percent of respondents indicate that their experience at Ryerson has met or exceeded their expectations.

Satisfaction with instructors: 93 percent agree that professors seemed knowledgeable in their field, and 88 percent report that professors were accessible outside of class to help students. The aspect of professors' teaching with which respondents appear to be the least satisfied is feedback on academic performance: a quarter disagree with the statement that most of their professors provided useful feedback on their academic performance, which is very similar to the experience reported at other Canadian universities. Figure 4 summarizes students' ratings of their instructors. Results are very similar to those achieved in 2009.

Satisfaction with the University experience: 87 percent report that they are satisfied or very satisfied with their decision to attend Ryerson, and 83 percent are satisfied or very satisfied with the overall quality of education that they received.

About 70 percent of respondents indicate satisfaction with their opportunities to become involved in campus life, and with opportunities to enhance their education through activities beyond the classroom. While Ryerson is similar to other Canadian respondents with respect to the latter

campus life (with 79 percent reporting that they are satisfied or very satisfied). 90 percent of respondents are satisfied with their personal safety on campus, which is the same as the average for other participating Canadian universities.

Satisfaction with concern shown by the University for students as individuals is relatively low: 46 percent indicate that they are dissatisfied or very dissatisfied with Ryerson in this regard. (However, this has improved somewhat since the 2006 round of the survey.) In addition, 65 percent of students *agree* with the statement that they sometimes feel they “get the run-around” at this university. Ryerson is similar to other universities with respect to “concern shown by the University for students as individuals,” although it is somewhat higher than other Canadian institutions in terms of the proportion who believe they sometimes “get the run-around.” Figure 5 illustrates students’ ratings of the University.

Satisfaction with University services: Students were asked to indicate their level of satisfaction with a variety of University services with which they had experience. All services were rated positively by 75 to 90 percent of users. Results are summarized in Figure 6. (As this topic was not included in prior rounds of the survey, comparisons to 2009 are not possible.)

Figure 3: Ryerson's contribution to the development of skills and personal traits

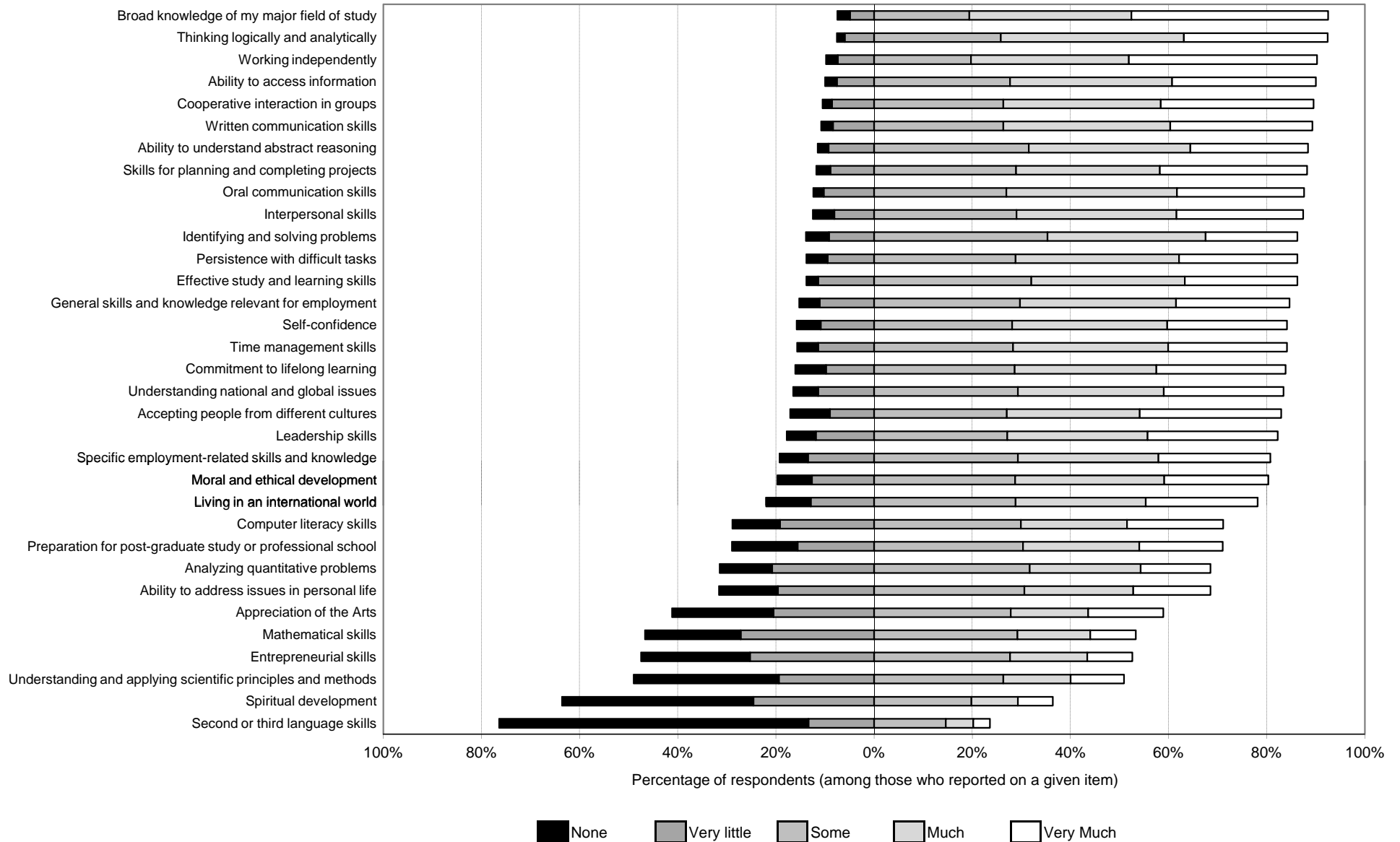
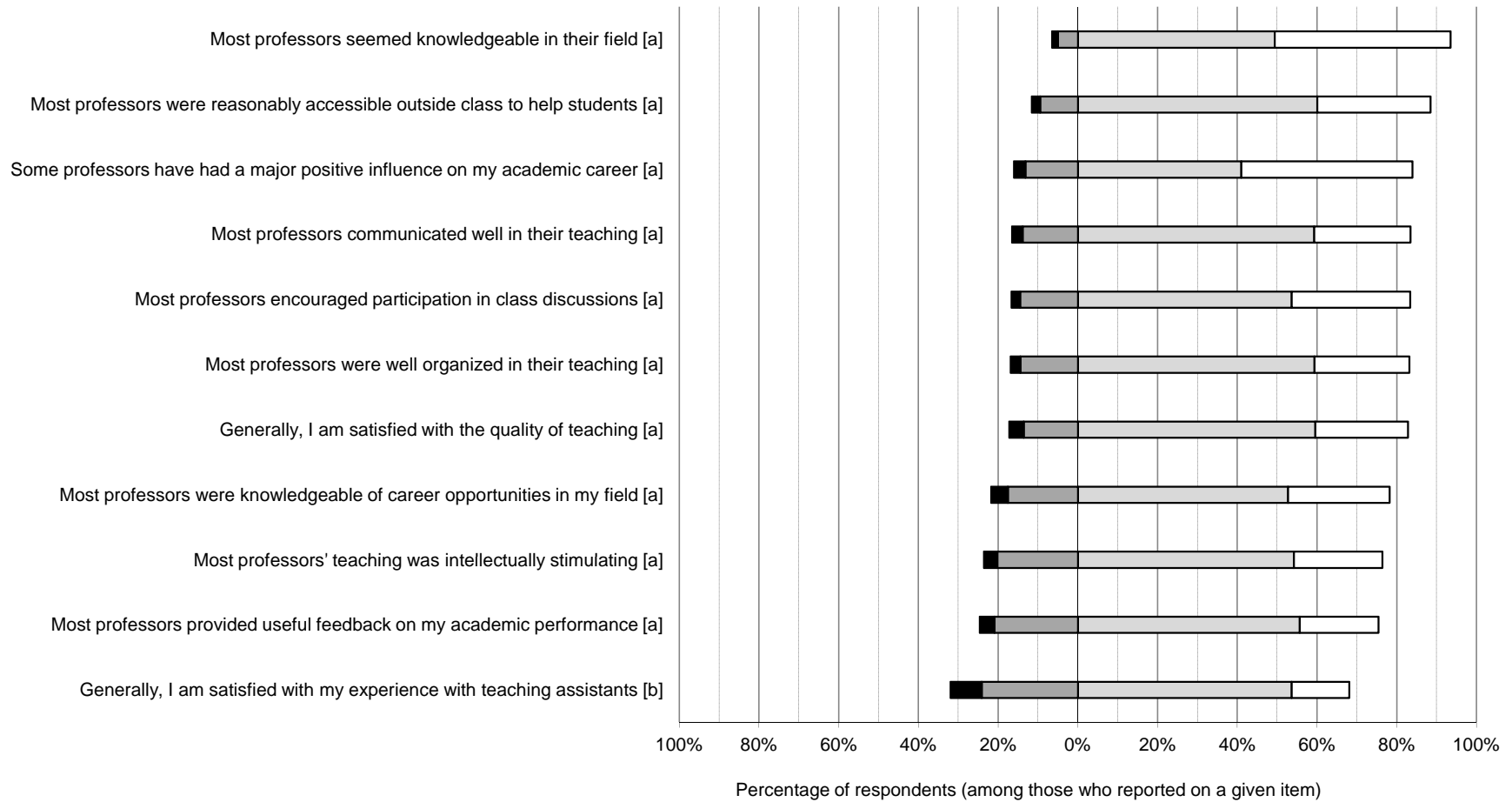


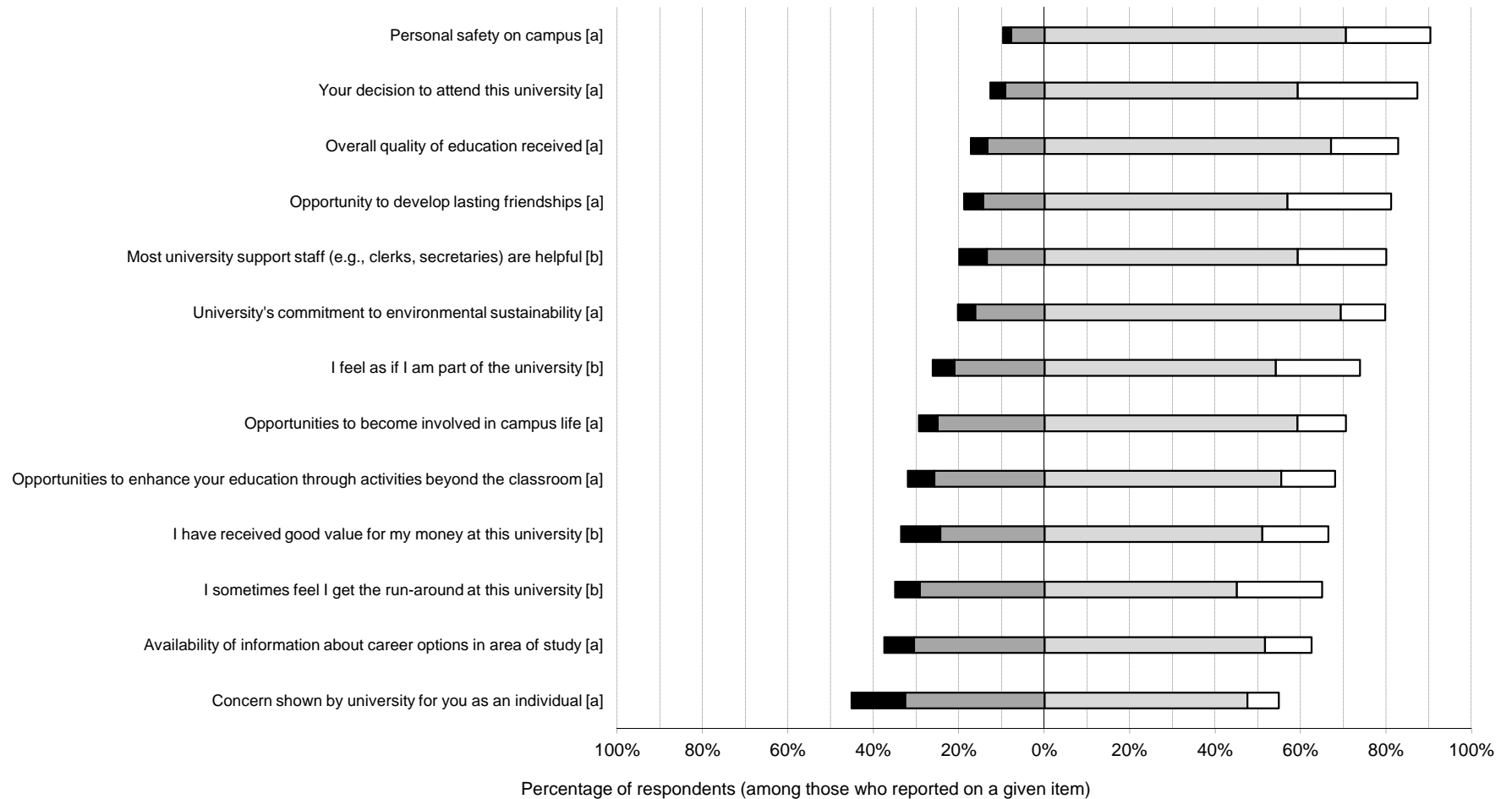
Figure 4: Students' satisfaction with instructors



NOTES: [a] At least 89% of respondents report on this item.
[b] 80% of respondents report on this item.

Disagree strongly Disagree Agree Agree strongly

Figure 5: Students' satisfaction with the University experience



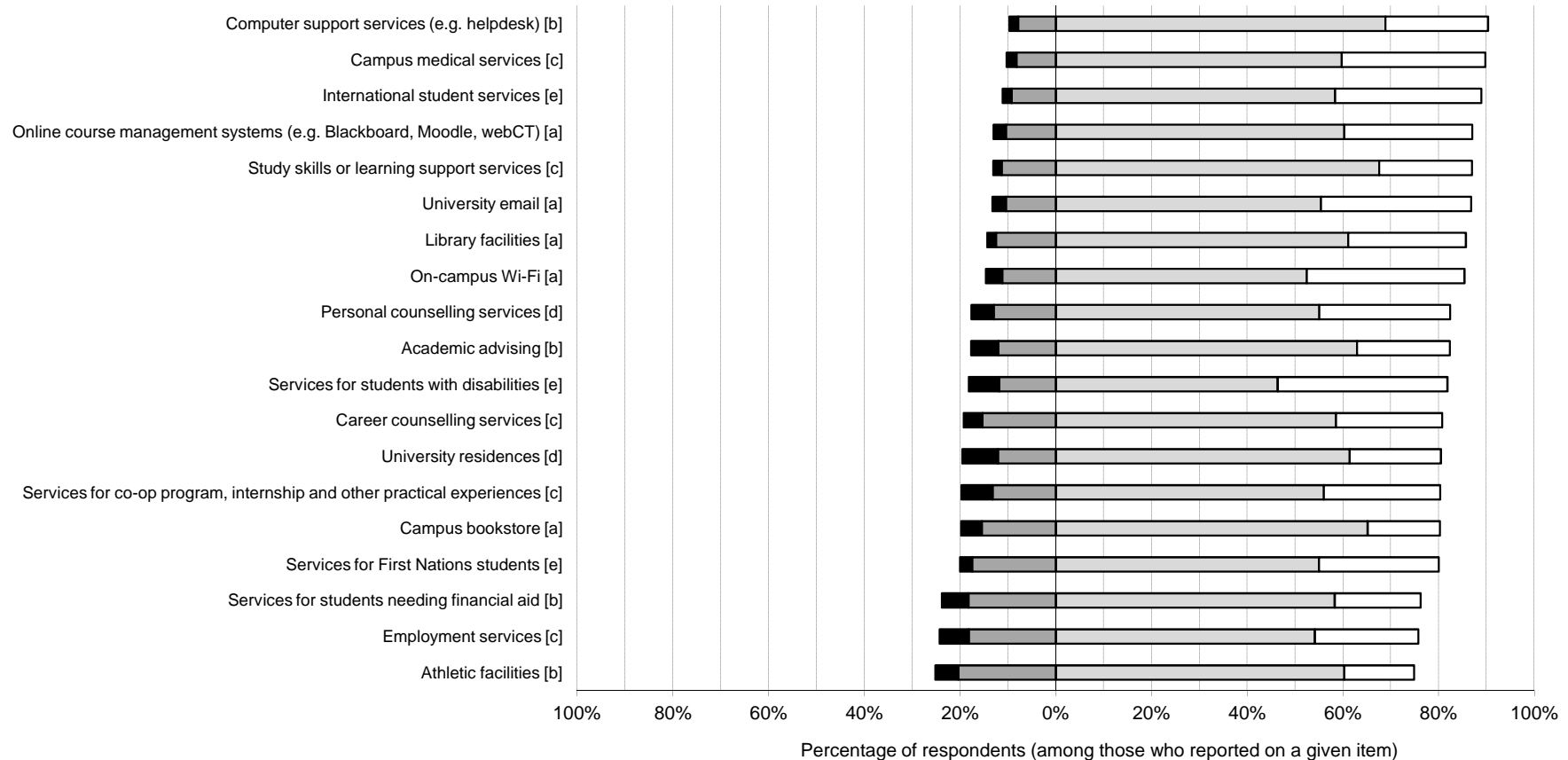
NOTE:

At least 84% of respondents report on these items

[a] Very dissatisfied Dissatisfied Satisfied Very satisfied

[b] Disagree strongly Disagree Agree Agree strongly

Figure 6: Satisfaction with University services



NOTES: [a] At least 90% of respondents report on this item.
 [b] 40 - 53% of respondents report on this item.
 [c] 25 - 33% of respondents report on this item.
 [d] 10 - 20% of respondents report on this item.
 [e] Fewer than 10% of respondents report on this item.

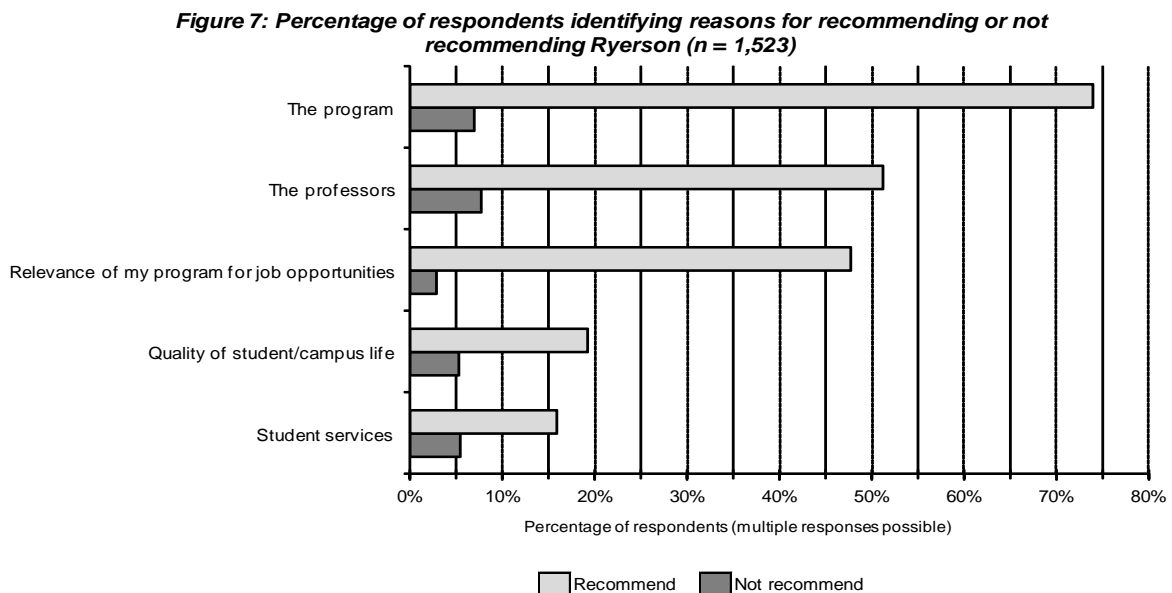
Very dissatisfied Dissatisfied Satisfied Very satisfied

86 percent of students graduating from full-time programs indicate that they would recommend Ryerson to others, as do 90 percent of those in the part-time group. This proportion has remained stable over the past few iterations of the survey.

Among graduating students who would recommend Ryerson, 89 percent indicate that “the program” is one of the reasons. 65 percent identify “the professors” as a reason, and 49 percent identify “relevance for job opportunities.”

Some of the most common reasons for *not* recommending Ryerson are the same as those cited by students who *would* recommend Ryerson. Among graduating students who indicate that they would not recommend Ryerson to others, the two most common reasons are “the program” and “the professors.” (Because few students indicate they would not recommend Ryerson, the overall proportion of students citing a particular aspect of the University as a reason for not recommending is very small.)

Figure 7 summarizes the overall proportion of respondents identifying various reasons for either recommending or not recommending Ryerson to others.



Education financing and debt

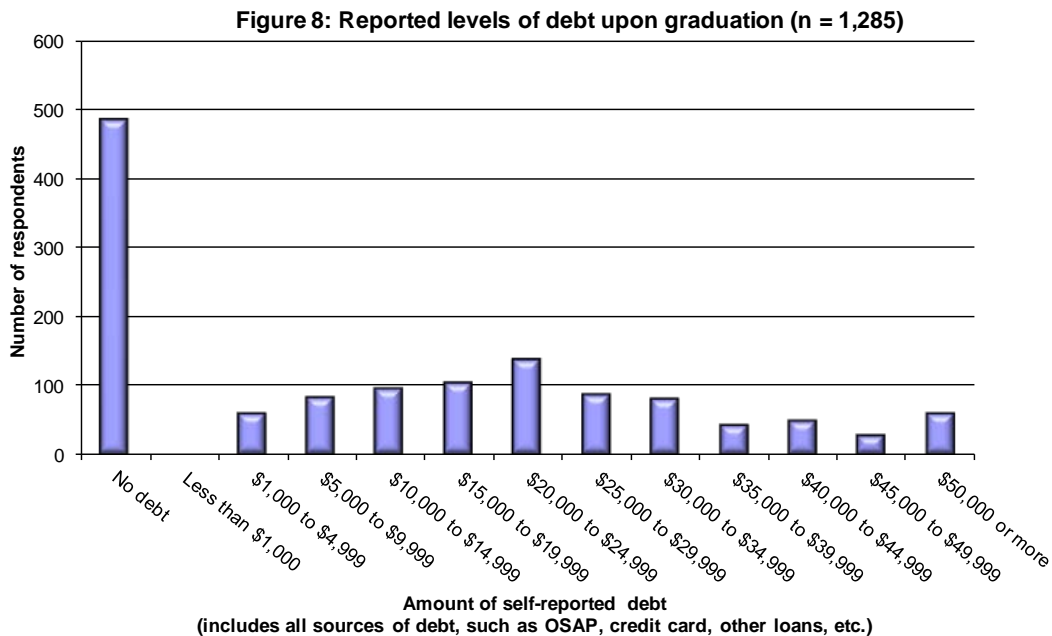
Graduating students were asked for information about the means by which they financed their university education as well as the level of debt that they incurred.

Sources of funds: Among students graduating from full-time programs, sources most commonly cited as supplying funds include parents, family or spouse (cited by 61 percent), personal savings (52 percent), earnings from summer work (37 percent), earnings from current employment (37 percent) and government loans or grants (46 percent). Earnings from current employment and personal savings are the sources cited most commonly among students from part-time programs.

Debt: Approximately 63 percent report graduating with debt that they incurred to help finance their university education, compared to a Canadian average of 59 percent. This is similar to the 2009 round of the survey, where 61 percent at Ryerson reported graduating with debt. The most commonly cited source of debt is government student loans. Eighty percent of respondents with debt name this as a source. Loans from parents or family are named by a third of students with debt, and 21 percent report that they have loans from financial institutions.

Average debt levels are relatively stable in comparison to 2009, and Ryerson results are comparable to the Canadian average. Among those reporting debt at Ryerson, the mean amount owed upon graduation in 2012 is \$23,983, slightly less than the amount reported in 2009 (\$24,156) and lower than the current Canadian average of \$24,579. (The Ryerson median in 2012 is \$21,000 and the Canadian median is \$20,000. In 2009, the Ryerson median was \$22,000.)

Among all graduating students, including those without debt, the mean amount owed in 2012 is \$15,024 at Ryerson, compared to a Canadian average of \$14,453. In 2009, the Ryerson mean was \$14,828. (The Ryerson median in 2012 is \$10,000 compared to a Canadian median of \$7,000. In 2009, the Ryerson median was \$9,250.) The distribution of Ryerson graduates by level of debt is provided in Figure 8.



Employment during the academic year

61 percent of full-time program graduates and 87 percent of part-time program graduates report that they are employed during the current academic term (excluding program-related work such as a co-op, internship or practicum). Among part-time program students who are employed, most (72 percent) indicate that they typically work 30 hours or more each week. Those in the full-time group are more varied in terms of the number of worked: 30 percent work 10 hours or less; 43 percent work between 11 and 20 hours; 15 percent work between 21 and 30 hours; and 13 percent indicate that they work over 30 hours in a typical week. This is similar to 2009 levels.

40 percent of employed students in the full-time group believe their employment has had a positive impact on their academic performance. 27 percent believe their employment has had no impact, and 32 percent report that their employment has had a negative impact on their academic performance. Among the full-time group, students with employment on campus are much more likely than those with only off-campus employment to report a positive impact on their academic performance.

Among employed students in part-time programs, half (53 percent) believe that their employment has a positive impact on their academic performance, while 18 percent report no impact and 28 percent report a negative impact.

Plans for further education after graduation

39 percent of students in full time programs and 45 percent of those in part time programs indicate that they plan to undertake some sort of educational activity during their first year after graduation. When asked about plans for 2 to 5 years after graduation, 71 percent of full time program graduates and 78 percent of the part time group intend to undertake further studies.

Employment after graduation

At the time of the survey (February/March 2012), 22 percent of students graduating from full-time programs report that they have a full-time job arranged for after graduation. About 8 percent indicate that while they do not have a job arranged, they are not seeking work. 73 percent of students graduating from part-time programs report that they have a full-time job arranged, and 6 percent are not seeking work.

14 percent of respondents in the full-time group and 23 percent of those in part-time programs believe that there are many jobs available in their major area of study. The perception that there are many jobs available decreased significantly between 2006 and 2009, and has decreased further in 2012 among students in both full- and part-time programs. Interestingly, the proportion of students reporting that they have full-time jobs arranged has not changed. It is not clear whether there is something distinctive about those who secure employment at this relatively early stage (i.e., February/March of the graduating year).

About two thirds of students in the full-time group who had secured jobs indicate that their degree helped them to obtain their position, and 71 percent report that their job is significantly or moderately related to the knowledge and skills acquired from their studies.

Personal profile of graduating students

Graduating students were asked to report on a variety of personal characteristics, including their gender, age, disability status, visible minority status, and number of children.

- 92 percent of respondents report that their permanent home before coming to Ryerson was in Ontario.
- 60 percent of respondents are from communities with a population over 300,000. Across Canada, 41 percent report being from communities of this size.
- While they account for the majority of both the part-time and full-time group, females comprise a larger proportion of respondents among the part-time program group than among the full-time program group. Respondents from the part-time group are, on average, older than those in the full-time group. (See Table 1 below.) On average, Ryerson respondents are 1.2 years older than the age of respondents across Canada.
- 55 percent of graduating students indicate that they are members of a visible minority compared to 32 percent across all Canadian respondents.
- 1 percent of respondents report being Aboriginal, compared to a figure of 3 percent across all Canadian participants.
- 8 percent of respondents report having at least one type of disability. Among those who report having a disability, the most commonly cited type is a mental health problem, followed by a learning disability. This is similar to other Canadian universities.
- 9 percent of respondents (4 percent of the full-time group and 59 percent of the part-time group) have at least one child, while the Canada-wide figure is 6 percent.
- 2 percent of respondents indicate that they are international students, and 4 percent report that they are permanent residents of Canada but not citizens. Across all Canadian participants, 5 percent are international students and 3 percent are permanent residents.

Table 1: Gender and age of respondents

	Full-Time Programs	Part-Time Programs	Total Respondents
GENDER			
Male	34.6%	20.7%	33.4%
Female	64.9%	78.5%	66.2%
Other	0.4%	0.7%	0.5%
AGE			
Median	22.0 years	37.0 years	22.0 years
Mean	23.3 years	37.5 years	24.6 years

Academic profile of graduating students

The distribution of respondents by Faculty, summarized in Table 2, is similar to the distribution of the full population of graduates.

While not typical, some students report that they had interrupted their studies for at least one term (not including intersessions, summer sessions or a co-op/work term). Among students graduating from full-time programs, 17 percent report interruption of their studies. The most commonly cited reason for the interruption is employment. Among students graduating from part-time programs, 48 percent report an interruption in studies. These proportions are similar to those reported in 2009 and are comparable to the Canadian average. The most commonly cited reasons for interruption among the part-time group are childcare responsibilities and other family issues, and financial reasons.

Students were also asked to identify issues that may have delayed the completion of their programs. 30 percent of students in full-time programs report experiencing a delay, which is lower than the Canadian average of 36 percent. The reasons for delay that were identified most commonly include availability of required courses and students' grades. (As this is a new item in the survey, comparisons to previous years are not possible.)

Table 2: Distribution of respondents by Faculty

Faculty	Percentage of respondents
Arts	9.5%
Communication & Design	15.5%
Community Services	31.1%
Engineering, Architecture & Science*	13.2%
Ted Rogers School of Management	30.7%
TOTAL	100.0%

*Reflects the name and composition of the Faculty at the time the survey was conducted.

Method

Over a six-week period beginning in February 2012, an invitation to participate in an online survey and two reminders were emailed to 4,758 graduating students.

Because the survey was sent to the full population of potential graduates rather than a smaller sample, there is a sufficient number of respondents to generate useful results at the level of individual Faculties, and in many cases, specific programs.

GRADUATING STUDENT SURVEY 2012

FOR STUDENTS GRADUATING FROM UNDERGRADUATE PROGRAMS

HIGHLIGHTS OF RESULTS PREPARED BY THE UNIVERSITY PLANNING OFFICE

**RYERSON
UNIVERSITY**

Everyone Makes a Mark

**Board of Governors
January 28, 2013 - Page 39.**



BOARD OF GOVERNORS MEETING
January 28, 2013

AGENDA ITEM: Sustainability Program

STRATEGIC OBJECTIVES:

- ☐ Academic
- ☒ Student Engagement and Success
- ☐ Space Enhancement
- ☒ Reputation Enhancement
- ☐ Financial Resources Management
- ☐ Compliance (e.g. legislatively required)
- ☐ Governance

ACTION REQUIRED: For information

SUMMARY:

This presentation presents information on Ryerson's new sustainability program including its mandate; methodology; measurable successes and plans for the future. The Director, Campus Facilities and Sustainability will demonstrate the website interface (<http://rusustainability.ca/>) and program benefits for the Board information.

BACKGROUND:

In 2012, Campus Facilities and Sustainability (CFS) revised its sustainability program to focus on all three elements of the triple bottom line – social, environmental and economical. Previously the program was centered on environmental initiatives such as utility conservation and waste diversion rates. CFS updated the program to ensure that Ryerson students, faculty and staff are included, consulted and engaged in this revised program.

COMMUNICATIONS STRATEGY: N/A

PREPARED BY:

Name Tonga Pham, Director, Campus Facilities and Sustainability
Date January 10, 2013

APPROVED BY:

Name Julia Hanigsberg, Vice President, Administration and Finance
Date January 22, 2013

BOARD OF GOVERNORS
January 28, 2013

AGENDA ITEM:

2013-14 Budget: Part One – Environmental Scan

STRATEGIC OBJECTIVES:

- ☐ Academic
- ☐ Student Experience
- ☐ Space Enhancement
- ☐ Reputation Enhancement
- ☒ Financial Resources Management
- ☐ Compliance (e.g. legislatively required)
- ☐ Governance

ACTION REQUIRED:

Contextual information is provided for budget decisions to be made in April. No action required at this time.

SUMMARY:

As background information for the 2013-14 Budget, the accompanying document includes a review of the external environment faced by the University, information on enrolment at Ryerson, and an overview of budget planning principles.

BACKGROUND:

The external economic environment will have a significant impact on the 2013-14 University budget, affecting Government operating grants, tuition levels and financial assistance needs. As part of the context for setting the 2013-14 University budget, a review of some key elements of the environment faced by Ontario universities is presented.

In addition to this environmental scan, information is provided on Ryerson's enrolment. Enrolments drive most of the University's operating revenue and are therefore a critical part of budget planning.

Finally, the document briefly outlines the decision-making strategy for the 2013-14 budget including strategic priorities and budget principles.

PREPARED BY:

Name: Paul Stenton, Vice Provost, University Planning
Date: January 16, 2013

Environmental Scan, Student Enrolment and Budget Principles

Board of Governors, January 28, 2013

Environmental Scan Issues

- Government funding constraint
 - Basic Operating grants reduction
 - International Student Recovery
 - Grant in Lieu of Municipal Taxes
 - Enrolment growth funding
- Tuition fee policy
- Student financial assistance
- Government deficit

Environmental Scan Issues

- Strategic Mandate Agreements
- Credit transfer system
- Online learning
- Pension solvency

Student Enrolment

- Demand
- Undergraduate enrolment
- Graduate enrolment

Budget Principles

1. Budget Principles

- 1) Fairness and transparency
- 2) Priority on students
- 3) Forward looking
- 4) Flexibility to respond to changing circumstances

2. Strategic Priorities

- High Quality, Societally-Relevant Undergraduate and Graduate Programs
- Student Engagement and Success
- Learning and Teaching Excellence
- SRC Intensity
- Reputation

2013-14 Ryerson University Budget: Environmental Scan, Student Enrolment and Budget Principles

1. ENVIRONMENTAL SCAN

Issue	Ryerson Response
<p>A. Major Revenue Issues</p> <p>Government funding constraint:</p> <p>a) <i>Basic Operating Grants:</i> 1% cut to basic operating grants in 2013-14, and an additional 1% cut to basic operating grants in 2014-15.</p> <p>b) <i>International Student Recovery:</i> Universities to be charged \$750 per new undergraduate and Master's FTE for international student enrolment (although universities do not receive government grants for international students).</p> <p>c) <i>Grants in Lieu of Municipal Taxes:</i> The current \$75 per full-time student grant in lieu of property taxes for non-PhD international students will be eliminated in 2013-14.</p> <p>d) <i>Enrolment Growth Funding:</i> The only source of incremental grants funding will be for enrolment growth. Total allocation of 6,000 undergraduate and 600 graduate spaces for 2013-14; distribution of spaces across institutions is not known.</p> <p>In 2012-13, Provincial undergraduate enrolment exceeded planned levels, but Government is expected to fully fund this growth. Ryerson's 2012-13 undergraduate enrolment is expected to exceed budgeted levels. Graduate enrolment in Ontario declined in 2012-13, resulting in under-spending of the Graduate funding envelope. Ryerson was allocated an additional 86 funded graduate FTEs in 2012-13, resulting in additional funding.</p>	<p>Ryerson's budget planning takes into account announced grant reductions and growth funding for planned undergraduate enrolment growth. Given the uncertainty of graduate funding allocations, it is not assumed that the University will receive an increase in graduate funding.</p> <p>Ryerson has requested growth funding for zone education beginning in 2013-14.</p>
<p>Tuition fee policy:</p> <p>Government policy on fee levels and possible increases not yet known. Tuition framework likely to be addressed once new Government leadership is established.</p>	<p>Ryerson tuition fee schedule for 2013-14 will conform to Ontario tuition fee policy. It is important to implement tuition increases when they are an available option, as the foregone revenue can never be recovered and has a long-term cumulative impact (see Figure 1).</p>
<p>Government deficit:</p> <p>\$14.4 billion deficit projected for 2012-13 (October 15, 2012). Provincial budget is to be balanced by 2017-18.</p>	<p>Given the Provincial deficit, Ryerson does not expect year-end grants beyond final undergraduate growth funding allocations.</p>

Summary of Main Points	Ryerson Response
B. Major Policy Issues	
<p>Postsecondary Education Transformation: In June 2012, Government articulated its vision and associated principles for post secondary education in a discussion paper, <i>Strengthening Ontario's Centres of Creativity, Innovation and Knowledge</i>, where it stated:</p> <p>“Ontario’s colleges and universities will drive creativity, innovation, knowledge, and community engagement through teaching and research. They will put students first by providing the best possible learning experience for all qualified learners in an affordable and financially sustainable way, ensuring high quality, and globally competitive outcomes for students and Ontario’s creative economy.”</p> <p>Related principles are:</p> <ul style="list-style-type: none"> • Putting Students First • Meeting the Needs of the Creative Economy • Focusing on Productivity, Innovation and Sustainability 	<p>Ryerson will work with Government to help achieve objectives. As part of the transformation process, Ryerson submitted its proposed Strategic Mandate Agreement to Government in Fall 2012 (see details below).</p>
<p>Strategic Mandate Agreements: Following the release of the Government’s discussion paper, universities and colleges were asked to submit proposed strategic mandates that included a statement of the institution’s mandate, vision, and a description of its top three priority objectives, along with associated timeframes, resources, metrics, policy tools, and correlation with Government priorities.</p> <p>HEQCO has established a peer review panel to evaluate submissions in terms of their ability to achieve improvements in productivity, quality and affordability through both innovation and differentiation. HEQCO will provide its advice to Government in February 2013; Government is to begin discussions with institutions on forming agreements in early Spring 2013.</p>	<p>Ryerson submitted its proposed Strategic Mandate Agreement to Government in Fall 2012, articulating its vision, mandate and priority objectives.</p> <p><i>Vision:</i> Ryerson University is a comprehensive innovation university, recognized as a national leader that will continue to foster excellence in professional and career-related education and relevant research. Ryerson will expand its strong foundation of distinctive academic programs and related scholarly, research and creative activities, producing graduates who understand innovation and enable change. Ryerson will be a national leader in entrepreneurial zone education, experiential learning, technology-enhanced course content, online education, and transfer pathways. As a City Builder, Ryerson will build partnerships that foster social and cultural innovation and economic development. Ryerson’s students, graduates and faculty will contribute to Ontario’s and Canada’s economic, social and cultural well-being and promote innovation and entrepreneurship.</p> <p><i>Priority objectives for Ryerson:</i></p> <ol style="list-style-type: none"> Economic Innovation – To provide a platform for entrepreneurial innovation that serves as a magnet for the brightest students and faculty innovators. Educational Innovation – To transform the University’s curriculum and its delivery to further improve educational quality and maximize students’ readiness for the creative economy. Community-Institutional Innovation – To be a City

Summary of Main Points	Ryerson Response
	Builder and address societal need through neighbourhood transformation and expanded access to career-relevant education with new programs, pathways and online learning.
<p>Credit transfer system: MTCU to provide \$73.7 million over five years beginning 2011-12 to support implementation of a new province-wide credit transfer system. A portion of the funding (\$23.5 million) is directed to Innovation Fund supporting the development of new student pathways.</p>	<p>Ryerson received \$1.1 million over two-year period (2011-12 and 2012-13) to implement strategies aimed at facilitating transfers from colleges. 2013-14 allocation not yet announced.</p> <p>There are more than 3,300 college transfer students at Ryerson. Ryerson has a variety of pathways into degree programs.</p>
<p>Online learning: The Government is committed to the expansion of online degree learning. Models may range from a consortium of universities offering online courses to a stand-alone entity that offers degree level courses and programs.</p>	<p>In its Strategic Mandate Agreement submission to Government, Ryerson proposed to expand its online offerings by 120 courses annually over a five-year period. Ryerson also proposed acting as a leader in online education, sharing its expertise with other institutions.</p> <p>Ryerson offers 282 degree-credit courses, 186 non-credit courses, three degree programs, and 23 certificates fully online, as well as five blended degree programs and 20 blended certificates.</p>
<p>Pension solvency: Government of Ontario amendments to Pension Benefits Act create a two-stage solvency relief plan for eligible universities, giving universities time to develop a plan that ensures long term sustainability. Government has raised possibility of pooling pension assets for investment management purposes including moving to sector-wide jointly-sponsored pension plans.</p>	<p>Ryerson's pension plan is currently solvent. To address future "going-concern" issues, the University has increased contribution rates.</p> <p>Ryerson is already part of a large, pooled pension asset management plan that is administered by OMERS.</p>
<p>Compensation: Government has announced continuation of a two-year wage freeze for senior administrators, and has negotiated constrained compensation arrangements with a number of groups including the primary and secondary education sector and physicians.</p>	<p>Ryerson has settled collective agreements with all bargaining units for 2013-14 and is compliant with Government legislation regarding compensation.</p>
<p>Student financial assistance: Ontario Tuition Grant (OTG) will provide a rebate of \$1,680 (2012-13 level) on tuition for students with parental income under \$160,000, providing student is within four years of having graduated from secondary school. The OTG grant level is indexed to annual tuition increase. Some of the costs of the OTG have been offset by reductions in other student bursary and award programs.</p> <p>Government of Ontario's Tuition Framework requires postsecondary institutions to participate in the Student Access Guarantee (SAG). Universities must cover direct costs for unmet need as assessed by OSAP through scholarships, bursaries or work-study employment during study term.</p>	<p>Ryerson contributed more than its SAG obligations in 2011-12, providing an estimated \$28 million in scholarships and bursaries and \$2.4 million in Work Study support. It is estimated that the University will continue to exceed its SAG obligations in 2012-13 and 2013-14.</p>

Summary of Main Points	Ryerson Response
<p>Auditor General's report on undergraduate teaching: In December, the Auditor General of Ontario released report related to the evaluation of undergraduate teaching in universities based on a review of three Ontario universities.</p> <p>Recommendations include: ensuring that course evaluation data is made available to administrators and students; ensuring that tenure and promotion decisions take into account a professor's teaching ability; and encouraging professional development.</p>	<p>Ryerson conducts a student evaluation of all Fall and Winter courses with the results being made publicly available at the Faculty and teaching department level. Results are used for performance evaluation purposes such as tenure and promotion evaluations.</p> <p>Ryerson provides a variety of professional development opportunities related to teaching effectiveness. The annual faculty teaching and learning conference was attended by about 500 RFA faculty members in 2012.</p> <p>Ryerson is reviewing the recommendations made by the Auditor General and seeking ways to continue to strengthen teaching effectiveness.</p>
C. Ryerson University Issues	
<p>Endowment investment income: Revenue from endowments is used to support scholarships, bursaries and faculty chairs.</p>	<p>The Board approved an annual withdrawal rate of 3.5% in 2012. If at April 30, 2013 the return on endowment is below a 3.5% spend-rate, the University will make up any shortfall (up to the 3.5%) in order to honour commitments to donors.</p>

2. STUDENT ENROLMENT

Demand	<p>While data for 2013 applications will not be available until the end of January, demand has been strong for a number of years. Ryerson has the highest applications-to-registrants ratio of any Ontario university with about 10 applications per space available.</p> <p>For Fall 2012, first-choice applications to Ryerson undergraduate programs from secondary school students increased by 8% over the previous year, and by 7% for all choice applications. Ryerson had the second largest absolute number of applications in the province (University of Toronto had the largest). Graduate program applications were also up by more than 5% for Fall 2012 over 2011 levels.</p> <p>Ryerson will see a marginal increase in both its undergraduate and graduate enrolments in 2013-14.</p>
Projected GTA Growth	<p>The projected population of Ontario 18-21 year-olds is expected to decline somewhat towards the end of the current decade (Figure 2a). Due to projected increasing participation rates, the demand for university education will continue to increase (Figure 2b). This is especially true for the GTA region from which Ryerson draws roughly 80% of its full-time students.</p>
Undergraduate Enrolment	<p>As outlined in Table A, over the past decade, the number of undergraduate degree full-time equivalent students has increased by 85%. In 2012-13, total undergraduate enrolment is estimated to be 27,000 Full-Time Equivalent (FTE) students (Table A).</p> <p>First-year intake is expected to increase again in Fall 2013. Total undergraduate FTEs are projected to increase by more than 2% in 2013-14 over the previous year. As illustrated in Figure 3a, by 2015-16 undergraduate enrolment is projected to reach 29,000 FTE students.</p>
Graduate Enrolment	<p>Graduate enrolments in Ontario declined in 2012-13, resulting in under-spending of the Graduate funding envelope. Ryerson was allocated an additional 86 funded graduate FTEs in 2012-13. Target levels for 2013-14 and beyond are unknown at this time.</p>
Graduate Enrolment (con't)	<p>The University is managing its graduate funding and tuition fees in order to support existing graduate programs as well as new programs. FTE enrolment is projected to increase by about 3% in 2013-14. By 2015-16, graduate enrolment is projected to grow to about 2,300 FTEs (see Figure 3b).</p>

International Student Enrolment	<p>From 2000-01 to 2005-06, international undergraduate student enrolment at Ryerson increased significantly (Table A). Since 2005-06 there has been a slight decline as the University has responded to significant increases in domestic demand. The proportion of enrolment comprised of international students is lower at Ryerson than at many other Ontario universities.</p> <p>International graduate student enrolment has increased in recent years, representing about 10% of Ryerson's graduate student enrolment.</p> <p>International student enrolment is being emphasized by the Government of Ontario as a significant contributor to economic development, and the Government has asked universities to review their plans for international student enrolment with a province-wide target to increase international student enrolment 50% by 2015-16. However, beginning in 2013-14, universities will be charged \$750 per new undergraduate and Master's FTE for international student enrolment (although universities do not receive government grants for international students).</p>
Continuing Education Enrolment	<p>Chang School of Continuing Education (CE) registrations have been fairly stable over the past few years, however, an increasing proportion of these registrations is from students enrolled in full- and part-time degree programs. The number of credit registrations from "true" CE students (not enrolled in a degree program) has declined over this period (Table A). Other Canadian institutions have experienced steep declines in adult part-time enrolments over the past decade.</p>

3. BUDGET PRINCIPLES

Information from the Government of Ontario on 2013-14 tuition fees will likely not come until later in the Spring. Based on the best information available, Faculties and other major divisions across the University are being asked to plan for 2013-14 base budget reduction scenarios of 3%. This number will be refined as more information on grants and tuition fee policy becomes available.

The overall financial objective for 2013-14 is to continue to have a balanced budget so that financial problems are not carried into the future, while maintaining institutional momentum and morale. It is, therefore, important that decisions about budget changes be transparent, fair and evidence-based. The University must take into account base salary and benefit and non-salary inflationary costs. Limited enrolment growth is planned.

Budget Principles

The 2013-14 budget planning process is guided by four principles:

- 1) Fairness and Transparency;
- 2) Priority on Students;
- 3) Forward Looking; and,
- 4) Flexibility to respond to changing fiscal circumstances.

Strategic Priorities

Ryerson will continue to implement the Strategic Priorities identified in the 2008-13 Academic Plan, *Shaping Our Future*:

- High Quality, Societally-Relevant Undergraduate and Graduate Programs
- Student Engagement and Success
- Learning and Teaching Excellence
- SRC Intensity
- Reputation

Figure 1: Impact of deferred fee increase over 25 years

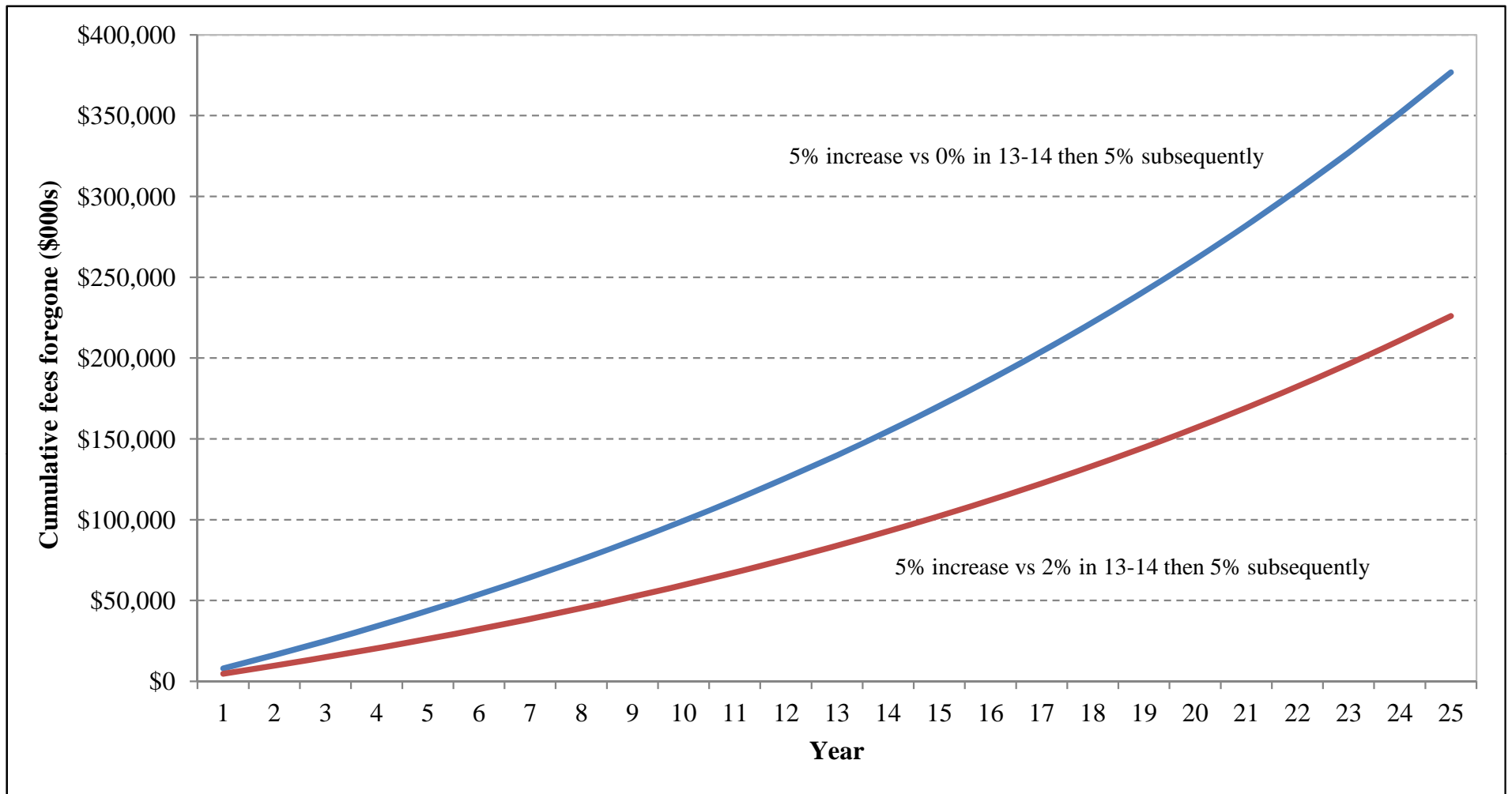


Figure 2a: 18-21 Year-Old Population Projected Growth, Ontario by Region

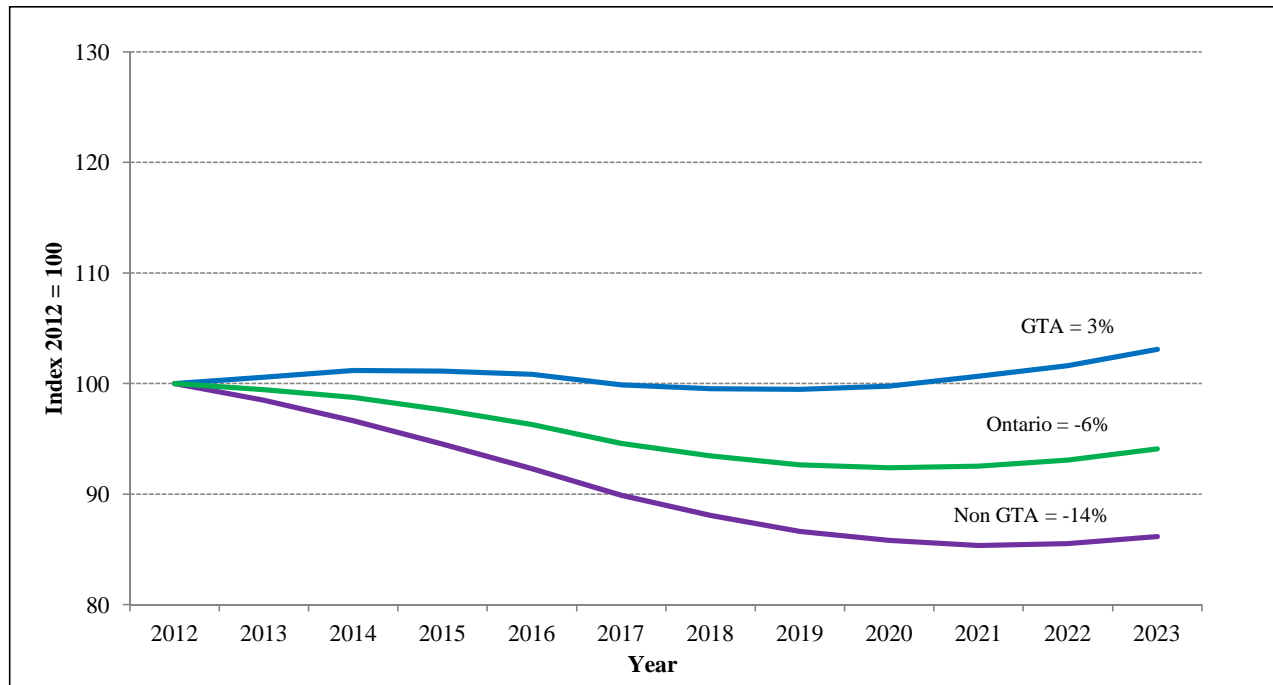
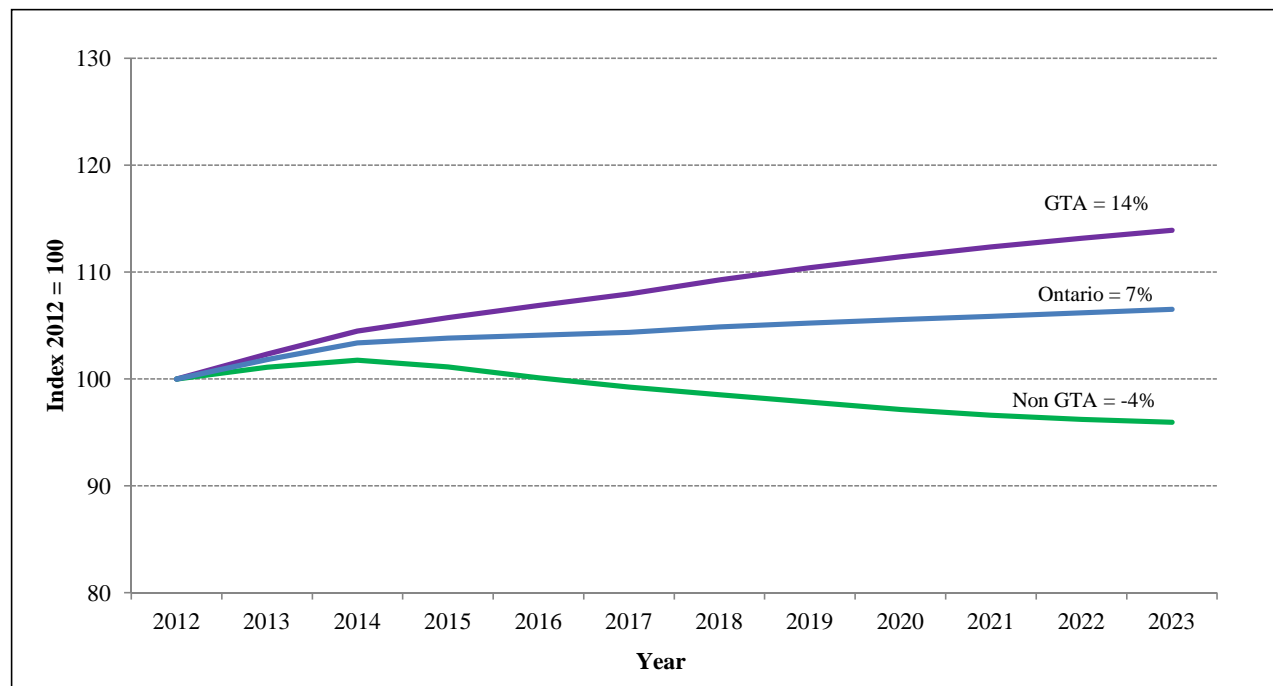


Figure 2b: Demand for University Education Projected Growth, Ontario by Region



Source: Ontario Ministry of Finance and the Council of Ontario Universities Committee on Enrolment Statistics Projections and Analysis

Table A
Summary of Historical Enrolments for Ryerson: 2001-02 to 2012-13

	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	(estimated) 2012-13	% change 2012-13 2001-02
1. Fall Headcount (Nov 1)													
Undergraduate													
a) Full-time students in Degree/Diploma programs	10,948	11,634	13,159	13,795	15,658	15,935	15,854	16,886	17,561	18,113	18,890	20,200	85%
b) Part-time students in Degree/Diploma programs	5,008	5,340	6,009	6,557	6,623	7,002	7,610	7,603	8,013	8,550	9,111	9,000	80%
c) CE Credit *	6,957	7,070	7,059	7,069	7,100	7,004	6,725	6,777	6,093	5,749	5,309	5,300	-24%
d) CE Non-Credit	2,473	2,861	3,020	2,746	2,210	2,175	2,487	2,484	2,378	2,433	2,310	2,100	-15%
Graduate													
a) Full-time students	158	284	351	470	560	758	1210	1,542	1,632	1,893	1,956	2,000	1,166%
b) Part-time students	82	112	146	160	213	325	429	424	488	353	366	350	327%
Total Fall Headcount	25,626	27,301	29,744	30,797	32,364	33,199	34,315	35,716	36,165	37,091	37,942	38,950	52%
2. Fiscal Full-Time Equivalent (FFTE) Counts													
Undergraduate													
a) Degree/Diploma	13,643	14,573	16,475	17,931	19,261	19,884	20,161	21,300	22,108	23,130	24,053	24,800	82%
b) CE Credit	3,081	3,425	3,439	2,875	2,992	2,870	2,960	2,889	2,672	2,412	2,213	2,200	-29%
Total	16,724	17,998	19,914	20,806	22,254	22,754	23,121	24,189	24,780	25,542	26,266	27,000	61%
Graduate (Fall FTEs)	183	318	395	518	627	862	1,373	1,657	1,790	1,995	2,068	2,100	1,048%
Total FFTEs	16,865	18,272	20,263	21,249	22,733	23,638	24,494	25,846	26,570	27,537	28,334	29,100	73%
3. Continuing Education Course Registrations for CE students, PT and FT program students													
Credit CE Courses													
a) Program students	17,256	20,324	22,982	23,373	25,357	28,832	29,828	31,805	32,607	35,421	37,589	37,800	119%
b) Credit CE students	25,441	28,257	28,215	29,067	28,139	27,987	28,222	28,114	26,490	24,469	21,969	22,000	-14%
c) Total credit	42,697	48,581	51,197	52,440	53,496	56,819	58,050	59,919	59,097	59,890	59,558	59,800	40%
Non-credit CE Courses	8,902	10,299	10,873	9,884	9,024	7,858	8,422	8,500	8,508	8,642	9,550	8,500	10%
4. International Students (excluding CE students)													
Undergraduate													
a) Total FFTEs (FT + PT)	319	382	489	606	663	622	641	645	579	569	591	600	88%
b) Full-time headcount	282	340	409	483	544	519	534	558	473	442	451	480	70%
c) Part-time headcount	82	101	139	169	181	158	177	205	162	179	201	240	193%
Graduate													
a) Full-time headcount	18	28	26	56	76	87	122	167	170	191	240	250	1,289%
b) Part-time headcount			1		2	2	4	2	2		1	10	n/a

* Excludes FT and PT program students taking CE credit courses

Figure 3a: Actual and Projected Undergraduate and Graduate Enrolments

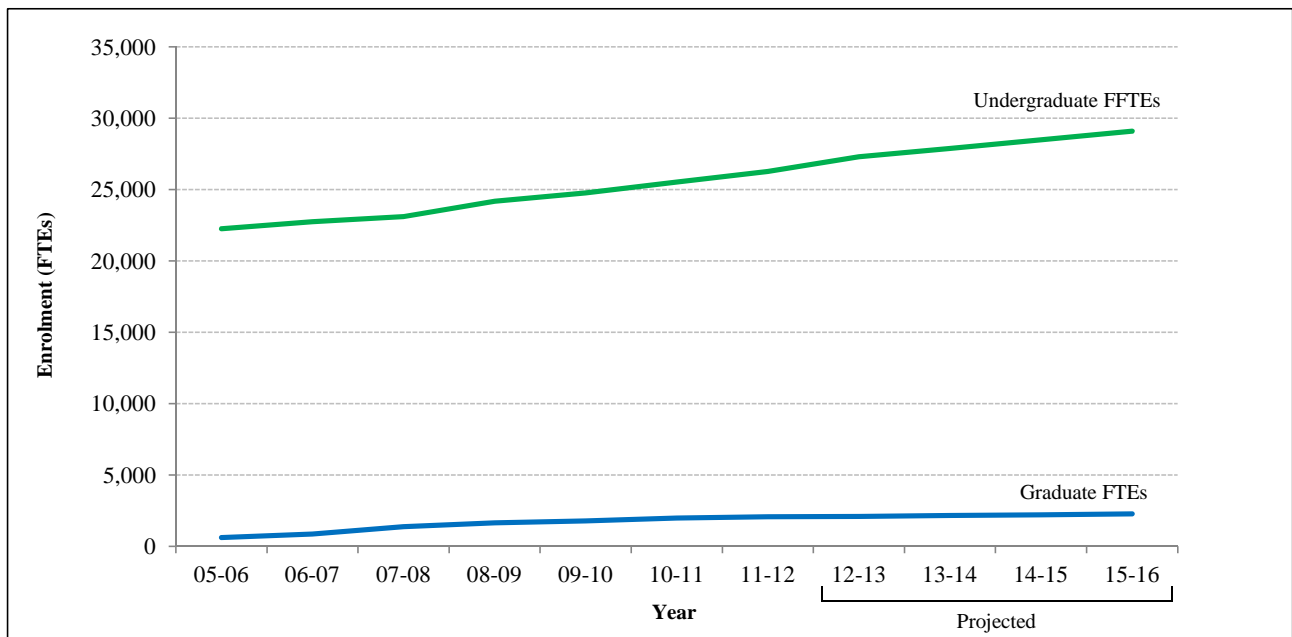
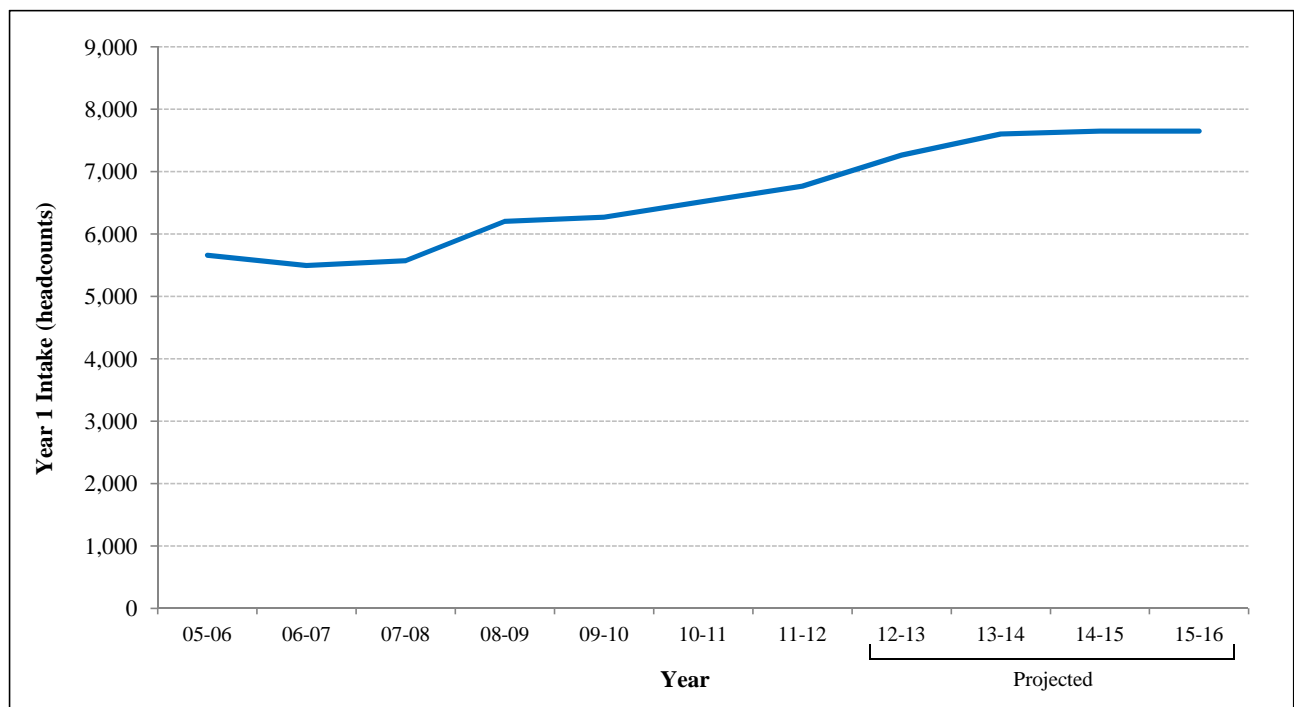


Figure 3b: Actual and Projected Undergraduate Year 1 Intake





BOARD OF GOVERNORS MEETING
January 28, 2013

AGENDA ITEM: Ryerson Futures Inc. Update

STRATEGIC OBJECTIVES:

- ☐ Academic
- ☐ Student Engagement and Success
- ☐ Space Enhancement
- ☒ Reputation Enhancement
- ☐ Financial Resources Management
- ☐ Compliance (e.g. legislatively required)
- ☒ Governance

ACTION REQUIRED: For Information

SUMMARY:

Ryerson Futures Inc. was incorporated on May 28, 2012. The corporate structure, current activities and future plans of Ryerson Futures Inc. are being presented to the Board of Governors for information purposes.

BACKGROUND:

In April 2012, the Board of Governors approved the incorporation of a for-profit corporation to conduct business activities with a view to making a profit. The establishment of a separate legal entity would protect the charitable status of the university and protect the university and the Board of Governors from risk and liability of holding equity in start-up companies and engaging in business activities.

COMMUNICATIONS STRATEGY:

PREPARED BY:

Julia Shin Doi, General Counsel and Secretary of the Board of Governors
January 14, 2013

APPROVED BY:

Sheldon Levy, President
January 14, 2013



RYERSON FUTURES INC.

January, 2013 | Presented by Sheldon Levy

**RYERSON
UNIVERSITY**

Everyone Makes a Mark

Board of Governors
January 28, 2013 - Page 57.

RYERSON FUTURES INC. - UPDATE

1. The Past – Background
2. The Present - Current Activities
3. The Future - Plans



RYERSON FUTURES INC. – BACKGROUND INFORMATION

Ryerson University's Board of Governors approved the incorporation of a for profit corporation that could conduct business activities with a view to making a profit, protect the charitable status of the university, and protect the university and the Board of Governors from business risks and liabilities.

Ryerson Futures Inc. was **incorporated** in Ontario under the *Business Corporations Act* on May 28, 2012.



RYERSON FUTURES INC.

Sole Shareholder: Ryerson University

Board of Directors: Sheldon Levy (Chair), Julia Shin Doi, Raymond Chang, Chris Nguyen

Officers: Matthew Saunders (President), Paul Stenton (Secretary)

Senior Management: Alan Lysne (Managing Director)



RYERSON FUTURES INC. – MISSION

Ryerson Futures Inc. **works with early stage companies connected to the Ryerson community** through the Digital Media Zone and other areas across the university.

Ryerson Futures Inc.'s mission is to **invest in companies using outside investor money and obtain equity** in consideration for acceleration and advisory services, assisting in the development and growth of investee companies.



RYERSON FUTURES INC. – CURRENT ACTIVITIES

1. Evaluating high potential early stage companies and providing strategic and business development advice:

SmartSlips (<http://www.smartslips.com/>) – Goal is to become “the interac” of electronic-receipts, their technology is downloaded to POS systems, connects with online banking - currently piloting with retail co’s

Authentic (<http://www.authentic.com/>) – social recommendation engine for marketers – building permission marketing solution, (personalized, relevant, anticipated connections between consumers and brands).

Cover – a new kind of social magazine Professional publishers create content, community curates best stories, you get a personalized digest

HitSend (<http://hitsend.ca/>) – SaaS based innovation management tool, working with dozens of clients including Indigo, Vitamin water.

Flybits (<http://flybits.com/>) – Context-aware intelligent mobile solutions for transit and retail

Moveable Science – a solution for healthcare providers who already use smartphones to photograph injuries, signs of illness, scans etc.. But lack an efficient compliant process to share with the medical community

RYERSON FUTURES INC. – CURRENT ACTIVITIES

Business Development, Programming and Industry Projects:

RFI spends 50% of time providing business development and programming services for existing DMZ companies



RYERSON FUTURES INC. – CURRENT ACTIVITIES

2. Establishing Investment Funds

Fund I - DMZ Investments ~\$2.25M Fund. Fund owned by investors. Fund will be managed by RFI and RFI will obtain equity in all seed stage investees (up to \$50k in funding per company).

Fund II – (New Co.) ~\$20M Fund. RFI is the Sub Advisor and RFI will obtain equity in all early stage investees (\$50k to \$500k in funding per company).

Centre for Urban Energy Fund - (in development) Goal is to replicate DMZ Investments but focused on Intelligent Infrastructure projects in the CUE. Led by Marzio Pozzuoli, (Ryerson Grad and founder of Ruggedcom – sold to Siemens in 2012 for \$440M) and RFI.



RYERSON FUTURES INC. – CURRENT ACTIVITIES

3. Securing and Managing Industry Projects:

Reach out to companies and securing projects and hiring teams of cross program students to work on those projects. The projects encompass research, business model/plan development and prototyping.

Examples:

- On-line insurance company seeking better understanding of certain historical data to better serve needs of customers and suggest new business lines
- Packaged goods company financial reporting challenges with multiple geographies, researching better method of transforming data taking into account local country requirements
- Packaged goods company looking for a technical solution to provide predictive analytics for financial operations

RYERSON FUTURES INC. – PLANS

Finalize Acceleration Program for investee companies.

Evaluate, Invest, and Accelerate seed and early stage companies.
Explore ways to replicate financing and acceleration model for other initiatives.

Leverage Industry Projects to evolve into RFI startups in conjunction with teams of students.

Build Equity Stakes in numerous early stage technology companies and continue to support their growth until RFI sells equity.



BOARD OF GOVERNORS
Monday, November 26, 2012
Jorgenson Hall – JOR 1410
380 Victoria Street
5:00 p.m. to 7:30 p.m.

Minutes of a meeting of the Board of Governors of Ryerson University held on Monday, November 26, 2012 at 5:00 p.m. in Jorgenson Hall, JOR-1410.

ATTENDANCE:

Present: P. Yaffe (Chair), M. Al Zaibak, P. Ataei, C- A. Bissonnette, L. Bloomberg, J. Cockwell, J. Côté-O'Hara, M. Frazer, B. Halilovic, C. Hilkene, G. Kapelos, S. Kassim, S. Levy, M. Maheux, G. Mak, R. Mendelson, A. Piroz, K. Raahemifar, B. Richards, H. Rosen, F. Salvati

Regrets: J. Fukakusa, N. Mohamed, A. Rasoul

Board Secretariat:

J. Shin Doi, General Counsel and Secretary of the Board of Governors
C. Redmond, Governance Officer

Others Attending:

J. Isbister, Interim Provost and Vice President Academic
J. Hanigsberg, Vice President Administration & Finance
A. Kahan, Vice President University Advancement
W. Cukier, Vice President Research and Innovation
A. Levin, Interim Vice Provost Faculty Affairs
C. Evans, Vice Provost Academic
H. Lane Vetere, Vice Provost Students
P. Stenton, Deputy Vice Provost University Planning
J. Winton, Assistant Vice President Financial Services
D. O'Neil Green, Assistant Vice President/Vice Provost Equity, Diversity and Inclusion
R. Abramovitch, Advisor on Outreach and Access
B. Piercy, Acting Assistant Vice President, Public Affairs, Marketing and Communication
E. Stroback, Executive Lead Capital Projects and Real Estate
R. Frankle, Executive Director, Development, University Advancement
A. Casey, Executive Director, Office of the Provost
M. Ng Director, Office of the President
E. McGinn, Executive Director, PGAC-Global Spectrum Relationship
I. Joseph, Director of Athletics
B. McEachran, Hit Send Team

1. IN-CAMERA DISCUSSION (Board Members Only)

1.1 Report from the Chair of the Executive Committee

It was moved, seconded and carried:

BE IT AND IT IS HEREBY RESOLVED:

THAT Phyllis Yaffe be appointed to Ryerson University's Board of Governors for a first term as a Board-appointed member beginning January 1, 2013.

It was moved, seconded and carried:

BE IT AND IT IS HEREBY RESOLVED:

THAT Nadir Mohamed be recommended to the Minister of Training Colleges and Universities for consideration as a Lieutenant-Governor-in-Council appointee to Ryerson University's Board of Governors for a third term commencing February 7, 2013.

It was moved, seconded and carried:

BE IT AND IT IS HEREBY RESOLVED:

THAT Bob Richards be recommended to the Minister of Training Colleges and Universities for consideration as a Lieutenant Governor in Council appointee to Ryerson University's Board of Governors for a third term commencing February 7, 2013.

It was moved, seconded and carried:

BE IT AND IT IS HEREBY RESOLVED:

THAT Harry Rosen be recommended to the Minister of Training Colleges and Universities for consideration as a Lieutenant Governor in Council appointee to Ryerson University's Board of Governors for a third term commencing February 7, 2013.

2. IN-CAMERA DISCUSSION (Senior Management Invited)

[3 IN-CAMERA RESOLUTIONS]

Report from the Chair of the Audit Committee

It was moved, seconded and carried:

BE IT AND IT IS HEREBY RESOLVED:

THAT the Chair of the Audit Committee be authorized to sign the KPMG Engagement Letter for the Year Ending April 30, 2013.

END OF IN-CAMERA SESSION

3. INTRODUCTION

Chair's Remarks

The Chair welcomed Board members to the last Board meeting of 2012 and reminded members of a holiday reception following the Board meeting.

Ms. Yaffe spoke of the Ryerson Image Centre Dialogues and the Student Learning Centre groundbreaking souvenir t-shirt gifts that each Board member had been given.

Stephen Kassim spoke about the success of the TEDx Conference and the gift of a fir tree to plant ideas. Phyllis also spoke of her attendance at the conference and its success.

The Chair reported on the Council of Chairs of Ontario Universities Orientation meeting on November 9 and 10. Several Board members attend as well as members of the secretariat.

The Board Chair encouraged the Ryerson community to attend Wednesday's Chancellor's Installation Ceremonies at the Mattamy Athletic Centre at the Gardens.

Ms. Yaffe also mentioned several honours bestowed on Ryerson members, specifically Sheldon Levy as a recipient of the 20th annual CEO Award of Excellence in Public Relations; and Julia Hanigsberg and Wendy Cukier named Women of Influence's 2012 Canadian Diversity Champions.

The Chair mentioned her participation at the Award ceremony for Hossein Rahnema Director of the DMZ at MIT's Technology Review 35 Innovators under 35 Awards.

Ann Mackay and her staff were thanked for their work at the Fall Convocation as well as those Board members who participated in the ceremonies.

The Chair also mentioned that Gerald Mak had received the Queen Elizabeth II Diamond Jubilee Medal for philanthropic service.

The Board Chair briefly discussed the use of Consent Agendas

The Chair invited Angelo Pirosz to come up and speak to an upcoming fourth annual Ted Rogers Management Conference being held on March 21-23.

Approval of the November 26, 2012 Agenda

The agenda was approved as presented.

REPORT FROM THE PRESIDENT

The President gave a brief overview of the fiscal situation that the University is facing.

The President was very impressed by the TEDX Conference and congratulated Stephen Kassim and his colleagues for helping make it a success.

Update on Mattamy Athletics Centre (MAC) at the Gardens Fall Activities

Ivan Joseph and Erin McGinn updated Board members on the activities held during the Fall at the Mattamy Athletic Centre (MAC) at the Gardens. Mr. Joseph spoke to the genesis of Ryerson intramural sports and the boost that the MAC facilities had given student engagement. Erin McGinn spoke of the facilities programming and the type of events that had been held.

4. REPORT FROM THE SECRETARY

Julia Shin Doi reported that a Board Retreat would be held on March 22, 2013 and a Retreat Dinner is scheduled for March 21, 2013. The Chair encouraged all Board members to attend.

5. REPORT FROM THE PROVOST AND VICE PRESIDENT ACADEMIC

John Isbister spoke to the Aboriginal Educational Council and its wish to be recognized by the Board. A gift of the Eagle staff presented to the University represents the Council's profound and growing relationship with Ryerson.

Introduction of the Dean of Science

The Interim Provost introduced Imogen Coe, the founding Dean of Science to the Board.

Enrolment Update

John Isbister spoke to projected continued growth in demand for university education, the government plans to expand postsecondary education enrolment by 60,000 spaces by 2015-16. The revenue stream associated with this growth will be stretched to 2017-18. Dr. Isbister reported that University accelerated undergraduate enrolment to ensure that there is sufficient funding for new programs in 2013. This strategy has worked well estimated 2012-13 enrolment exceeding projections used in the spring budget.

Gerald Mak spoke to crowded classrooms and the constraints of enrolment and space issues at the University.

6. REPORT FROM THE VICE PRESIDENT ADMINISTRATION AND FINANCE

Soapbox at Ryerson

Julia Hanigsberg introduced Brennan McEachran whose company Hit Send Inc, produced an application called Soap Box that gives communities the ability to discuss, vote and share ideas on an easy to use, intuitive platform. The company was incubated in the Digital Media Zone (DMZ).

7. DISCUSSION ITEMS

Report from the Chair of the Finance Committee

First and Second Quarter Financial Results

It was moved, seconded and carried:

BE IT AND IT IS HEREBY RESOLVED:

That the First and Second Quarter Financial Statements be approved as presented.

Review of revenue and expenditure for new graduate program: Master of Digital Media (M.D.M.)

The proposed program has undergone thorough assessments of academic quality and financial viability. It is consistent with Ryerson's mission, builds on existing academic strengths, and responds to student demand and societal need.

It was moved, seconded and carried:

BE IT AND IT IS HEREBY RESOLVED:

THAT, on the basis of the review carried out, the program approvals of Senate, and on the basis of the planned revenues and expenditures presented, the new graduate program — Master of Digital Media (M.D.M.) — be deemed to be financially viable and be approved for offering, at the beginning in September 2013, at the discretion of the Provost and Vice President Academic.

Gerald Mak asked about the tuition fee. The President responded that the Board wanted to give management flexibility to ask as much as is viable.

Report from the Chair of Audit Committee

Impact of New Accounting Rules on Ryerson's Financial Statements

Jack Cockwell gave a brief overview of the impact of implementing the Canadian Institute of Chartered Accountants (CICA) new Not For Profit Accounting guidelines Ryerson's audited financial statements.

Janice Winton said that the report focuses on the key changes that affect the statements, which include the valuation of: employee future benefits (pensions); capital assets (land), and Financial instruments (investments).

It was moved, seconded and carried:

BE IT AND IT IS HEREBY RESOLVED:

That the changes to Ryerson's Financial Statements be approved and adopted as presented.

8. CONSENT AGENDA

Approval of the September 24, 2012 Minutes

The minutes were approved as presented.

9. OTHER BUSINESS

Phyllis Yaffe reported that the Passion Capitalist Award will be presented to the entire University at the holiday reception following the Board meeting.

10. FOR INFORMATION

11. TERMINATION

RYERSON ACHIEVEMENT REPORT

A sampling of notable events on campus and appearances in the media by members of the Ryerson community for the January 2013 meeting of the Ryerson University Board of Governors.

Events

The **RBC Play Hockey Charity Challenge**, at which 40 NHL players hit the ice at the Mattamy Athletic Centre in a game that raised \$100,000 for grassroots hockey, received widespread coverage, including TSN <http://bit.ly/ZTxeCA>, SportsNet <http://bit.ly/ZTxeCA>, the Edmonton Journal <http://bit.ly/R6K3Ws>, Metro News <http://bit.ly/VTyizC> and Global News <http://bit.ly/Wrr5cl>.

CBC Sports reported that Ryerson student and Rams player **George Louie** was asked to play goal in the game <http://bit.ly/12C1IYA>.

The event was also reported by Maclean's, Canada AM, Yahoo! Finance, Digital Journal and 9&10 News Michigan, Newstalk 650 CKOM, MSN News, RDS.ca, Newstalk 980 CJME, Rocky Mountain Outlook, Newstalk 610, Huffington Post and Daily Courier.

Advance coverage included:

Globe and Mail	Toronto Sun	Fox Sports
London Free Press	Montreal Gazette	Dallas News
Slam! Sports	Taiwan News	Hamilton Spectator
Canoe	Centro Tampa	Press Democrat
The Barrie	Canada.com	Yahoo! Sports
Examiner	ESPN	Detroit SB Game
Owen Sound Sun	Sports Illustrated	The Republic
Times	New York Post	CBC Radio One
Fort Erie Times	E! Canada	(Slovakia)
Niagara Falls	HN Online Slovakia	Zivot Presova
Review	Sportove Noviny	(Slovakia)
Tampa Bay Online	News Telegram	SME Online
Detroit Free Press	Philly.com	(Slovakia)
RDS.ca	Tampa Bay Online	

In the media

The editor's letter in the December issue of Toronto Life stated that **President Sheldon Levy** has "emerged as one of the decade's boldest visionaries... transformed Ryerson into a dynamic, creative institution" <http://bit.ly/SYE2bh>. The magazine also named President Levy among the top 50 most influential people in Toronto in 2012 <http://bit.ly/Xv60RS>. Former Ryerson Chancellor **Raymond Chang** was also named among the 50 <http://bit.ly/SviWCl>.

Thestar.com reported on a Ryerson symposium, *Governance Gridlock: Solving the Problem for 21st Century City Regions*, co-chaired by Distinguished Scholar **Anne Golden** and **President Levy** on the topic of urban thinking and how to govern city-regions like Toronto. **Myer Siemiatycki**, Politics, was quoted in the article <http://bit.ly/TN6dwo>.

The Canadian Public Relations Society reported that it would award **President Levy** the 2013 CEO Award of Excellence in Public Relations, <http://bit.ly/TZpr2n>. The item was picked up by Reuters <http://reut.rs/W6969C>.

President Sheldon Levy and Vice-President, Administration and Finance Julia

Hanigsberg spoke to Canadian Press about Ryerson's use of the urban umbrella, a pedestrian-friendly and more attractive alternative to construction scaffolding. The item was picked up by CBC News <http://bit.ly/Y78Slz>, MSN News, Canadian Manufacturing <http://bit.ly/RhmPbr>, Physorg <http://bit.ly/XtwKjU>, the Vancouver Sun, Montreal Gazette, Penticton Herald, Brandon Sun, Rocky Mountain Outlook, Newstalk 610, Newstalk 980, Winnipeg Free Press, Guelph Mercury, Toronto Standard, UrbanToronto.ca and Yahoo! Canada News. Similar stories also appeared in the Toronto Star <http://bit.ly/QHJOHQ>, Metro News <http://bit.ly/TDnCtG>, BlogTO, Torontoist and Daily Commercial News <http://bit.ly/Sq5SwC>. A segment aired on Global Toronto <http://bit.ly/TSNQZ6> (at the 24:08 mark). The item was pitched by Public Affairs.

President Levy was quoted in a Globe and Mail article about what every graduating student should know, showcasing Ryerson's Digital Specialization course and the importance of digital literacy <http://bit.ly/ToIVJc>.

The Globe and Mail published an extensive feature on the expansion at Ryerson and the notion of city building, quoting **Adam B. Kahan**, vice-president, university advancement: "We believe that to be a great university, you need a great city. And to be a great city, you need a great university." The article also quoted **Pascal Murphy** of the Chang School and DMZ member **Alexey Adamsky** <http://bit.ly/TtzCxR>.

Canadian Manufacturing reported on a major gift by Esko to the School of Graphic Communications Management, profiling the ribbon-cutting ceremony overseen by **President Levy** and quoting **Adam B. Kahan**, vice president, university advancement, <http://bit.ly/ZBkOfZ>. The item, pitched by Public Affairs, was also reported by the Council of Ontario Universities <http://bit.ly/RRcw1B> and PrintCan.

President Levy was quoted in a Financial Post article about WhoPlusYou, a job-matching service created through the DMZ that has found jobs for 300 Ryerson students <http://natpo.st/UB21NS>. WhoPlusYou was also profiled by CBC Radio One, in a segment that aired on CBC radio outlets across the country.

The Ryerson Image Centre and the Mattamy Athletic Centre both made Toronto Star architecture critic Christopher Hume's list of best buildings of 2012, <http://bit.ly/VU4dzF>.

University Affairs reported on the appointment of **Lawrence Bloomberg** as Ryerson's new chancellor <http://bit.ly/kFGpl>.

The Globe and Mail published an extensive profile of **Robert Burley**, Image Arts, and his book, *The Disappearance of Darkness: Photography at the End of the Analog Era* <http://bit.ly/TqUww4> and <http://bit.ly/UpuB7Y>. CNN World also profiled Prof. Burley and his new book, <http://bit.ly/Py3kPH>, as did The Economist, <http://econ.st/UuDLA8>, The Guardian, CBC Radio's Metro Morning, and the Montreal Gazette. He was also quoted in a Toronto Star article about building a better lens.

Academica reported on Ryerson's Faculty of Science as an independent faculty preparing to launch new undergraduate programs next fall.

News East-West reported that Ryerson signed a memorandum of understanding with the Indian Institute of Technology in Bombay, quoting, and featuring photos of, **President Levy** <http://bit.ly/Yrgz6b>.

Distinguished visiting scholar **Marie Bountrogianni** contributed a guest post to the Agenda, on the topic of working on President Barack Obama's electoral campaign in Chicago <http://bit.ly/PXS1BS>. She also spoke to CBC Radio's Ontario Today regarding the issue of underemployment, and to CBC News about Premier McGuinty's resignation <http://bit.ly/TtzfxE>.

Canadian Architect quoted **Julia Hanigsberg**, vice president, administration and finance, and Community Services Dean **Usha George** on the university's plans for a mixed-use building at Church and Dundas Sts., <http://bit.ly/T4TuaX>. The building will house four health sciences programs, student residence space, study space and retail services.

EyesIn profiled Image Arts alumnus **Edward Burtynsky** and his upcoming exhibit in Hong Kong <http://bit.ly/RLMOZG>.

Thestar.com published an extensive profile of celebrated designer and Fashion alumnus **Joeffer Caoc**, whose customers include Katy Perry, Carrie Fisher, Nelly Furtado and Shania Twain <http://bit.ly/PG3Egy>.

Mathematics professor **Pawel Pralat** spoke to Metro News about the significance of the date 12/12/12.

Brent Barr, TRSM, spoke to the Globe and Mail about Canadian retailers <http://bit.ly/TZzHqT>.

Judy Healey, TRSM, contributed to InsideToronto.com 10 tips for planning a staff holiday party <http://bit.ly/SYF7Tc>.

Student **Tyson Breuer** won the Best Drama Award at the International Student Film Festival Hollywood for "Three Small Words".

Wendy Cukier, vice-president, research and innovation, spoke to the Toronto Star about gun control in an article on the anniversary of the mass shooting at Montreal's Ecole Polytechnique.

Patrice Dutil, Politics, appeared on Radio Canada discussing the issue of millions of dollars in unpaid income taxes in Canada.

CBC.ca and CBC News Toronto reported that Ryerson student **Alex Haney** helped thwart a planned school shooting when he reported a disturbing message posted on YouTube, <http://bit.ly/Wu5Zdt>. The item was also picked up the Argentina Star <http://bit.ly/VUeRGT>, North Korea Times <http://bit.ly/VVRk8O>, Kenya Star <http://bit.ly/TbOeA9>, and MSN News.

Broadway World reported that musical icon **Colm Wilkinson** was awarded an honorary doctorate from Ryerson, <http://bit.ly/XxZdbc>. The Globe and Mail <http://bit.ly/VUfQXt> and Cambodian Times <http://bit.ly/12tHkdf> also reported on the Broadway legend's honorary degree.

First Perspective published remarks delivered at convocation by National Chief **Shawn Atleo** <http://bit.ly/TPSWzQ>, as did AMMSA, <http://bit.ly/SbcFxx>.

The Toronto Star and Sportsnet reported that Ryerson students can watch school hockey games live on their phone, thanks to a website created by RTA students as part of their practicum, ryersonhockeymobile.com, <http://bit.ly/SjOpru>.

Thestar.com quoted **Hayden King**, Politics, about the Idle No More movement's use of social media <http://bit.ly/UbRJGK>.

Jason Nolan, ECE, spoke to straight.com about young children using technology <http://bit.ly/SRUizP>.

Murtaza Haider, TRSM, spoke to thestar.com about the cost of fixing the Gardiner Expressway <http://bit.ly/W7iWK1>.

Suzanne Fredericks, Nursing, spoke to MedicalXpress about her research on the recovery of heart-surgery patients <http://bit.ly/T4GEWE>. Her research was also covered by CBCnews.ca.

Joseph Chow, Civil Engineering, was quoted in The Grid on the topic of the TTC's use of Presto cards <http://bit.ly/U9MkRb>.

Parents Canada quoted PhD candidate **Taryn Moss** on the topic of banishing holiday blues <http://bit.ly/R3f3qp>.

Avner Levin, TRSM, and his workplace privacy research were profiled in the Financial Post <http://natpo.st/TyrybX>. He also commented in the Post on the topic of companies reviewing IT security <http://natpo.st/QWIZo0>.

PostCity.com profiled Journalism alumna **Wendy Mesley** <http://bit.ly/STtI8>.

A Consumer Affairs article on violent video games cited a 2011 Ryerson study.

Aparna Sundar, Politics, was quoted in the National Post about the decades-long struggle between the Sri Lankan government and the secessionist Tamil Tigers.

CBC's The National quoted **Maurice Mazerolle**, Centre for Labour Management Relations, on the topic of the public elementary teachers' strike. He also spoke to the Globe and Mail about the NHL labour talks, and was quoted in a separate Globe article about the corporate culture at lululemon <http://bit.ly/W9QC8j>.

CTVNews quoted **Naomi Korner**, Psychology, on the topic of handling the holidays without added stress <http://bit.ly/TL9Sf1>.

Canadian Mining Journal reported that the Chang School is launching a new certificate in mining management <http://bit.ly/WGyi6Z>.

Reuters reported that film alumna **Mona Ironside** would appear in a medical drama titled "It's Dark Here" <http://reut.rs/UxzaLg>. The item was carried by Digital Journal, Sacramento Bee and Yahoo! Finance.

Pam Palmater, Politics, spoke to Postmedia News about Theresa Spence becoming a symbol of the relationship between Canada's aboriginal leaders and the federal government. The item appeared in Nanaimo Daily News, Edmonton Journal, Montreal Gazette, The Star Phoenix, and Windsor Star. She also spoke to CBC Radio One and CTV News Express about the Idle No More movement.

DMZ member **Ricky Fung**, co-founder of the iPhone app Thumble, spoke to Global Toronto about Instagram users and changes in the terms of service <http://bit.ly/WrCGbf>. He also appeared on CityNews discussing the issue.

The Big Bend Sentinel profiled alumnus **Filipe Leite**, who is travelling to South America from Calgary on horseback, a trip he hopes will raise awareness for human rights, animal rights and social justice <http://bit.ly/RIDw5T>. Visit www.journeyamerica.net.

SolarNovusToday profiled the Solar Canada 2012 keynote address by **Sean Conway**, Visiting Fellow at Ryerson's Centre for Urban Energy <http://bit.ly/V6fTkA>.

Yahoo! Finance reported on the aerospace engineering review report, an item pitched by Public Affairs, <http://yhoo.it/TvoG1g>.

The Dirt's report on Best Books of 2012 profiled Carrot City: Creating Spaces for Urban Agriculture by Ryerson professors **Mark Gorgolewski**, **June Komisar** and **Joe Nasr** <http://bit.ly/Uuj8UO>.

New York magazine reported on a lip-sync video made by the Rams women's hockey team <http://nym.ag/RG2q62>.

Tina West, TRSM, was quoted in The Grid on the topic of the symbolism of exchanging gifts at Christmas <http://bit.ly/UI5URZ>.

Joyce Smith, Journalism, spoke to CBC Radio's Here and Now about media being criticized for improper reporting.

A CBC.ca review of the year featured a photo of Prince Charles' visit to Ryerson <http://bit.ly/Wv7v2P>. A Reuters article about Prince Charles featured a photo of his visit to the DMZ, <http://reut.rs/UIYjXq>. The item was also picked up by Yahoo! News <http://yhoo.it/SSCAXO>.

The Toronto Star quoted **Knud Jensen**, TRSM, on the impact of high turnover on small businesses <http://bit.ly/TwzL2b>.

The Economic Times - India reported on discussions in Delhi on clean coal technology, and the Canadian Academy of Engineering delegation led by Ryerson Professor **Ravi Ravindran** <http://bit.ly/TwbA03>.

A Toronto Star article on high school basketball stars the Bhullar brothers quoted Ryerson basketball coach **Roy Rana** <http://bit.ly/SjOs6x>.

Reuters and the Toronto Star published expert tips by **Martin Antony**, Psychology, on dealing with some children's fear of Santa, an item pitched by Public Affairs. Reuters video: <http://reut.rs/VUIdK3>.

The Globe and Mail reported on measures designed by Ryerson first-year students to ease the transition to university <http://bit.ly/11pqQJD>.

MSN Auto reported on the DMZ-based company Unhaggle.com <http://on-msn.com/TtLCLi>.

Ivor Shapiro, Journalism, spoke to thestar.com about whether journalists or news photographers have a duty to take action during unfolding tragic events <http://bit.ly/SJgKZy>. **Kamal Al-Solaylee**, Journalism, addressed the same topic on the Mike Bullard Show.

Sean Wise, TRSM, was quoted in the Globe and Mail about developing a pitch for business funding <http://bit.ly/VI5o7F>.

The Accelerator Gazette published an extensive profile of Ryerson's DMZ. Backbone Magazine also profiled the DMZ <http://bit.ly/Y4wWt6>.

TBM: Tunnel Business profiled **Wisam Farjow**, vice president of engineering for Mine Radio Systems, a Ryerson PhD graduate <http://bit.ly/SCZvbc>.

Myer Siemiatycki, Politics, spoke to CBC News discussing scrutiny given to the conflict of interest law that ousted Mayor Rob Ford, <http://bit.ly/WYWTbT>. The item was also picked up by the Toronto Star <http://bit.ly/UqWT1Z> and Sympatico News; he also appeared on BNN and CBC News. He was quoted in a Globe and Mail article about other mayors with conflict-of-interest penalties, <http://bit.ly/To1tLe>. He also commented in the Globe and Mail about the mayor maintaining his role as a volunteer high school football coach, <http://bit.ly/UZbEVS>.

Neil Thomlinson spoke to CTV News when Mayor Ford was expelled from office <http://bit.ly/USAOHN>. Similar coverage appeared in The Epoch Times, Sun News, Global News National, NOW, Sing Tao Daily and CBC News' The National, <http://bit.ly/QnZp8x>. He also appeared on CBC Radio's Metro Morning discussing the controversy. The item, pitched by Public Affairs, aired on CBC Radio Maritimes and CBC Late Night News.

Profs. **Thomlinson and Siemiatycki** appeared on CBC's The National discussing the Rob Ford controversy; video: <http://bit.ly/3AR3Do>. They also spoke to CBC News with Ian Hanomansing.

Chris MacDonald appeared on CTV's Power Play with Don Martin, discussing the controversy surrounding Rob Ford; video <http://bit.ly/Ykyuho>.

Consumer Affairs published holiday tips by Ryerson faculty experts, an item pitched by Public Affairs <http://bit.ly/TsQS50>.

Inside Toronto profiled award-winning author **Kamal Al-Solaylee**, Journalism <http://bit.ly/V2is5h>.

A Huffington Post article on Sun Media charging readers to view online content quoted **Suanne Kelman**, Journalism <http://huff.to/QpNDL0>. She also spoke to Yahoo! about a newspaper publisher banning reviews of movies featuring strong female roles, <http://bit.ly/SdBNT0>.

Inside Toronto profiled the Act2Studio at the Chang School and play on elder abuse <http://bit.ly/TniX9X>.

A piece published in the National Post by **Tom Corr**, president and CEO of Ontario Centres of Excellence, mentioned the DMZ <http://natpo.st/QIOY0V>.

Daily Commercial News reported on research led by **Russell Richman**, Architectural Science, focusing on home construction designs that would yield energy savings <http://bit.ly/T25dDN>.

PBS Newshour profiled a poem titled 'Rage Sonnet', by **Hoa Nguyen**, Ryerson student <http://to.pbs.org/S8vfVk>.

During an appearance on George Strombouloupoulos Tonight, popular children's singer Raffi recalled meeting Nelson Mandela at Ryerson in 2001.

Fresh Plaza quoted **Joe Nasr**, Centre for Studies in Food Security, on the topic of rooftop farms <http://bit.ly/USZlwp>. He also spoke to the National Post <http://natpo.st/ULa0cr>.

Canadian Business profiled Ryerson research on how to create better Gen Y retail managers, conducted by the TRSM <http://bit.ly/V1G8a0>.

Solid Waste & Recycling reported that the Packaging Association funded 20 scholarships at the School of Graphic Communications Management <http://bit.ly/SqEK1V>.

The Toronto Observer profiled work by Ryerson interns <http://bit.ly/QnnrRe>.

Press Trust reported that the Ryerson Commerce Society implemented a smartphone app powered by CGA Ontario and CampusCurrent, <http://bit.ly/TrLUoc>.

A Canadian Press story mentioned a robotic arm developed by engineers at Ryerson. The item was also picked up by Product Design & Development <http://bit.ly/USYQTb>, CBC News <http://bit.ly/TIKMjB>, Globe and Mail <http://bit.ly/WrBP92>, CTV News <http://bit.ly/To6qpw>, City News <http://bit.ly/TncnUK>, Hamilton Spectator <http://bit.ly/S4WZKk> MSN News, Metro News and Yahoo! Finance.

A Toronto Star article on the size of police forces quoted **Tammy Landau**, Criminal Justice <http://bit.ly/QkZjP4>.

A Toronto Star article on the mega quarry quoted **Winnie Ng**, Gindin Chair of Social Justice and Democracy <http://bit.ly/SjoWOp>.

The Toronto Star profiled **Ted Toogood**, Ryerson's first athletic director <http://bit.ly/TaSiNT>.

Queen's Journal profiled **Jeff Perera**, co-chair of Ryerson's White Ribbon Campaign <http://bit.ly/Ql2Ltb>.

Alumnus and co-founder of H2O for All **Tim Muttoo** appeared on Global (Burnaby).

CP24 Breakfast and CityNews Tonight spoke to Youtube sensation Maria Aragon about her partnership with Ryerson students to film a Christmas video.

The National Post quoted **Melanie Dempsey** in an article about Dempster's Bread Farmer campaign, <http://natpo.st/SiimHW>.

Steve Tissenbaum spoke to the Canadian Press about purchasing on layaway. The item appeared in MSN News <http://on-msn.com/U1LIKz>, Global News <http://bit.ly/XJwTTc>, Canadian Business, the Globe and Mail <http://bit.ly/Te5nFU>, the Hamilton Spectator and various radio outlets. He also spoke to Global Toronto: News Hour about Black Friday shopping, video: <http://bit.ly/SoptyM> and to the Edmonton Journal about companies looking for employees able to navigate the world of e-commerce <http://bit.ly/TbsB2f>. He was quoted in the Toronto Star about the plastic moving bin delivery business <http://bit.ly/WVNwtG>, and spoke to the Canadian Press about Canadians' level of comfort with online buying, an item carried by Global Calgary and the Montreal Gazette.

YorkRegion.com published a piece by **Tim Sly**, Occupational and Public Health, on the topic of natural behaviours <http://bit.ly/Wnezcf>.

Dolce Magazine profiled Ryerson fashion alumnus **Lucian Matis** <http://bit.ly/SeMoho>.

The Canadian Press reported on an exhibition featuring works by Arnaud Maggs at the Ryerson Image Centre. The item was picked up by the Huffington Post <http://huff.to/U1Kv67>, CTV News <http://bit.ly/U9La5S>, Global News <http://bit.ly/T141i5>, CJAD 800, Thompson Citizen, Rocky Mountain Outlook and Metro News.

Today's Trucking reported that student **Rhiannon Russell** won the 2012 Rolf Lockwood Award for Business Journalism for an article on RIM, <http://bit.ly/ThBZSV>.

Delhi News Record reported on the public administration program at Ryerson, <http://bit.ly/U1MSpv>.

Daily Commercial News profiled the Urban Aq Summit at Ryerson <http://bit.ly/Tj02AW>.

Ryerson students appeared on Global's The Morning Show discussing holiday shopping.

The Toronto Star profiled the Chang School and the Public Administration and Governance certificate program. The Star also quoted Chang School Dean **Gervan Fearon** in an article about lifelong learning.

Phil Walsh, Centre for Urban Energy, spoke to Digital Journal about natural gas savings <http://bit.ly/TRjccw>. The item was also picked up by Yahoo! Finance <http://yhoo.it/10j8FOc> and TradingCharts.com <http://bit.ly/WBBWUk>.

Greg Inwood, Politics, published a letter to the editor in the Globe and Mail that profiled the Canadian-American relations course he teaches, <http://bit.ly/Ti2fvE>.

Theatre alumnus **Eric McCormack** mentioned Ryerson as his alma mater when he appeared on George Stroumboulopoulos Tonight.

Electrical Business reported that Ryerson launched an urban energy-focused incubator with the Centre for Urban Energy, <http://bit.ly/URp8TN>. The item was pitched by Public Affairs. ITbusiness.ca also reported on iCUE, <http://bit.ly/WhS4FE>.

New York Daily News reported on a Ryerson study of preschool children and weight issues, <http://nydn.us/UfAq64>. The item also appeared in Times Live – South Africa and Yahoo! Philippines.

The Hamilton Spectator profiled interior design graduate **Jura Kybartas**, <http://bit.ly/TP7YFq>.

Global Toronto reported on a talk by Barbara Coloroso at Ryerson on Bullying Prevention Day <http://bit.ly/TbG9bM>.

MyKawartha.com profiled broadcast journalism alumna **Alys Crocker**. <http://bit.ly/QYj7sS>

Canadian Manufacturing reported that the Packaging Association made a donation to the School of Graphic Communications Management, quoting GCM Chair **Ian Baitz**, <http://bit.ly/UQT5DD>.

The Council of Ontario Universities reported on Ryerson's new program in professional communications, an item pitched by Public Affairs, <http://bit.ly/UFsVU1>.

Peter Vronsky of History spoke to CTV News Express about Canada's Moscow embassy, a faculty expert pitched by Public Affairs. He also published an editorial on the topic of Remembrance Day in the Globe and Mail <http://soc.li/IK7Njji>.

Myer Siemiatycki. Politics, spoke to the National Post about the impact and legacy of Mississauga Mayor Hazel McCallion, <http://natpo.st/Xp6XMt>.

Ian MacBurnie spoke to the Toronto Star about urban hubs, <http://bit.ly/XVj7f0>, an item that was picked up by Mississauga News <http://bit.ly/TblgzF>

Backbone magazine reported on a collaboration between EidoSearch and Ryerson, profiling **Xiao-Ping Zhang**, principal investigator at Ryerson, <http://bit.ly/WggdfK>.

A Laboratory Equipment feature on 35 top innovators under the age of 35 profiled the DMZ's **Hossein Rahnama**, <http://bit.ly/SS0wLK>.

CBC News reported that **Randy Boyagoda**, English, was nominated for a global literary award, the IMPAC Dublin Prize, <http://bit.ly/ZvNEhW>.

The Reporter News profiled a Ryerson study on insomniacs and the fear of darkness, <http://bit.ly/U7Z1tf>. A similar item appeared on Redding.com <http://bit.ly/Tg4jle>.

The Toronto Star profiled free financial literacy workshops at the Chang School, <http://bit.ly/U5tlF9>.

The Globe and Mail profiled fashion alumnus **Paul Hardy**, <http://bit.ly/U8e2vp>.

CTV News reported on a discussion at Ryerson on indigenous governance and participant Paul Martin, former Canadian Prime Minister, <http://bit.ly/Su7fd9>.

Inside Halton reported on **David Tucker's** (Radio and Television) new book titled One Way Ticket, <http://bit.ly/XLRTri>.

York Region profiled a speaker series in Vaughan focusing on suburban sprawl that included **David Amborski**, Urban and Regional Planning, <http://bit.ly/XLT5Lo>.

Morning Star reported on the 65th Annual Ontario Professional Engineers Awards, including recipient **Ravi Ravindran** of Ryerson <http://bit.ly/T01BjU>

Addict 3D reported on Ryerson's interactive guide for prospective students, <http://bit.ly/T5f4t7>.

A BC Metro Morning interview with **Brennan McEachran**, founder of Hitsend, profiled Ryerson and the DMZ, <http://bit.ly/WbcRe5>.

The Council of Ontario Universities reported on a new Ryerson program combining entrepreneurship and the arts, <http://bit.ly/ZntXKa>*. The item, pitched by Public Affairs, was also picked up by Broadcast Dialogue <http://bit.ly/aOk5z0>.

Ben Barry, Fashion, spoke to CBC's The National about a new line of clothing devoted exclusively to plus sizes. Video: <http://bit.ly/Si2QOe>

An Inside Toronto article on former education minister **Gerard Kennedy** mentioned he taught at the TRSM <http://bit.ly/T1tivW>.

Colleen Carney, Psychology, appeared on CTV's Dr. Marla and Friends, <http://bit.ly/QAK9Bx>. The item, pitched by Public Affairs, also aired on CTV News. She spoke to Advance for Respiratory Care and Medicine about how to handle the holiday blues, an item also pitched by Public Affairs, <http://bit.ly/VOfrG9>. She also spoke to Now about being happy over the holidays by reducing commitments <http://bit.ly/TS2cV2>.

Brynn Winegard, TRSM, appeared on CityNews Toronto discussing holiday merchandising, an item pitched by Public Affairs, <http://bit.ly/QtZFng>. Prof. Winegard also spoke to the Canadian Press about U.S. retailer Target planning to carry Canadian fashion designer lines in Canada, an item carried by the Hamilton Spectator, Vancouver Sun <http://bit.ly/TW2SJ4>, Huffington Post and Brandon Sun. Prof. Winegard spoke to CBC News Toronto about Black Friday shopping, a faculty expert pitched by Public Affairs. The item also aired on CBC radio outlets across the country.

A National Post article on the gender gap in the workforce mentioned a 2009 study co-chaired by **Margaret Yap**, TRSM, which tracked the progress of more than 20,000 non-unionized employees through a large Canadian communications company.

Learning strategist **Ioanna Agelothanasis** spoke to the Huffington Post about exam strategies <http://huff.to/TDw6zM>.

Prepared by Marketing and Communications