

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

Time	Item	Presenter/s	Action	Page(s)
5:00	1. IN-CAMERA DISCUSSION (Board Members Only)			
5:15	2. IN-CAMERA DISCUSSION (Senior Management Invited)			
5:30	2.3 REPORT FROM THE VICE PRESIDENT ADVANCEMENT			
	END OF IN-CAMERA SESSION			
5:45	3. INTRODUCTION			
	Chair's Remarks	Phyllis Yaffe	Information	
	Approval of the September 30, 2013 Agenda	Phyllis Yaffe	Approval	
5:50	4. REPORT FROM THE PRESIDENT	Sheldon Levy		58 - 63
	Introduction of new Senior Leadership at the University		Information	
6:00	5. REPORT FROM THE SECRETARY	Julia Shin Doi	Information	
6:05	6. REPORT FROM THE PROVOST AND VICE PRESIDENT ACADEMIC			64 - 69
	Provost's Report - The Academic Year Ahead	Mohamed Lachemi	Information	70 - 77
6:15	7. REPORT FROM THE VICE PRESIDENT RESEARCH AND INNOVATION	Wendy Cukier	Information	
	Advancing Scholarly Research and Creative (SRC), Innovation & Internationalization at Ryerson			78 - 106
	8. DISCUSSION ITEMS			
6:35	8.1 REPORT FROM THE CHAIR OF THE EXECUTIVE COMMITTEE (oral report)			

	(a) Ryerson Retirement Pension Plan Valuation Report and Filing of Report with Regulators	Phyllis Yaffe Janice Fukakusa	Information	
	(b) Board Re-Appointment		Information	
	(c) Committee Membership Re-Appointment		Information	
	(d) Board Alumni Retirement		Information	
6:40	8.2 REPORT FROM THE CHAIR OF THE EMPLOYEE RELATIONS AND PENSION COMMITTEE	Jocelyne Côté-O'Hara		
	Appointment of the Actuary for the Ryerson Retirement Pension Plan		Approval	107 - 108
6:45	8.3 STUDENT REFERENDA REQUESTS:	Heather Lane Vetere, Vice Provost, Students	Approval	
	(a) Ryerson Communication and Design Society			109 - 130
	(b) Ryerson Engineering Students Society			131 - 138
9.	CONSENT AGENDA			
	Approval of the June 24, 2013 Minutes	Phyllis Yaffe	Approval	139 - 143
10.	INFORMATION			
	Ryerson Achievement Report			144 - 151
	Alumni Election to the Board 2013 Report Results			152 - 155
	Periodic Program Review			156 - 158
	Ryerson University Senate Dates 2013-14			159
	Ryerson University Common Abbreviations			160 - 162
7:30	11. TERMINATION			
	NEXT MEETING OF THE BOARD – November 25, 2013			

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.”

Board of Governors Welcome – I am pleased to welcome new and returning members to the 2013-14 academic session, and want to acknowledge with thanks the strength and talent brought to the Board table in the service of our community. Best wishes for a strong and productive year.

Senate – Professor John Turtle, Department of Psychology, Faculty of Arts, has been appointed the new Chair of Senate for a three-year period effective September 1, 2013. We look forward to working together on the key decisions vital to the strength and distinction of the university.

Welcome –Christina Sass-Kortsak, BScN, LLB, Assistant Vice-President Human Resources, joining Ryerson from the University of Toronto and formerly The Hospital for Sick Children.

Congratulations –

- Chancellor Lawrence Bloomberg is among the inaugural group of inductees into the Investment Hall of Fame, established by the Investment Industry Association of Canada to recognize distinguished contributions to the growth and prosperity of Canada.
- Isadore Sharp (ArchSci '52, Doctor of Commerce *honoris causa* '03, Honorary Chair of the Ryerson Invest in Futures campaign) and Rosalie Wise Sharp are the recipients of the 2013 Woodrow Wilson Award for developing Four Seasons Hotels and Resorts into a brand synonymous with exceptional experience, generous philanthropy and global sustainability across a breadth of cultural and community sectors.
- Dr. Martin Antony, Chair, Department of Psychology, has been elected to the Royal Society of Canada (RSC), the highest honour awarded to Canadian scholars.
- Dr. Wendy Cukier, Vice-President, Research and Innovation has been named one of Canada's Top 25 Women of Influence, in a ranking recognizing the achievements and contributions of women in business, health, non-government organizations, professional services, and the public sector.
- Ryerson colleagues appointed Officers of the Order of Canada this summer include honorary doctorate recipients Deepa Mehta (Doctor of Laws *honoris causa* '13), Dr. Robert Thirsk (Doctor of Engineering *honoris causa* '12), Dr. David Smith (Doctor of Letters *honoris causa* '10, and Distinguished Visiting Scholar 2013-14), and Canada's poet laureate Fred Wah (Distinguished Writer-in-Residence '12).

Changemaker University – On September 18th Ryerson became the first university in Canada to be named a Changemaker Campus by Ashoka, a global association bringing together the world's leading social innovators. Undertaking the rigorous multi-step selection process was led and coordinated with outstanding success by Vice-President Research and Innovation Wendy Cukier. The designation recognizes Ryerson's effectiveness in mainstreaming entrepreneurship across its programs; the commitment of Ryerson students and faculty to change and innovation; the achievements of the Digital Media Zone and the unique approach of zone learning, including

international partnerships and exchanges; and the university's qualities of leadership. Among the twenty-four institutions designated to date, Ryerson joins Brown University, Cornell University, Duke University, Johns Hopkins University, and the University of Northampton.

We Day – Ryerson has accepted the invitation to be postsecondary sponsor for We Day Toronto, a 3-year commitment that engages the university community in making a very special mark. Ryerson students volunteered at We Day Toronto 2013 on September 20th at the Air Canada Centre, Ryerson dance students were in the opening ceremonies with Martin Luther King III, and the event featured the premiere of a Ryerson video about Teriano Lesancha, whose story reached out to the Ryerson community and inspired the university to bring Convocation to her village in Kenya in 2012. We Day was started as an initiative of Free The Children, co-founded by Craig and Marc Kielburger, that empowers youth to become agents of change. Since its launch in 1995, the 'We Act' program has raised more than \$37 million for 1,000 local and global causes and logged more than 9.6 million volunteer hours. We Day Toronto 2013 included speakers David Onley, Lieutenant Governor of Ontario, Premier Kathleen Wynne, and astronaut Chris Hadfield; and performances by the Barenaked Ladies, Serena Ryder, and the Kenyan Boys Choir. Ryerson had an information booth on site for the 20,000 young people and educators in attendance.

Fall Convocation – I am pleased to share the list of honorary doctorate recipients for Fall 2013, and extend thanks to the Awards and Ceremonials Committee for its work. It has been a pleasure to connect with the nominees, who responded with enthusiasm and pride in accepting the honour.

- *Faculty of Community Services*: Mitch Cohen – President, The Daniels Corporation; property developer, city-builder, social advocate, songwriter, philanthropist; Doctor of Laws
- *Faculty of Engineering & Architectural Science / Faculty of Science*: Calvin Stiller – Chair & CEO, Stilco Corporation; physician, professor, research scientist, transplant pioneer, entrepreneur; Doctor of Science
- *Ted Rogers School of Management*: Thomas Kierans – Vice-President & Chair, Social Sciences and Humanities Research Council; business leader, corporate director, public policy activist, philanthropist; Doctor of Laws

On Friday, October 18th at 2:30 p.m. the Convocation Address will be delivered by Dr. Eric Kam, Department of Economics, recipient of the 2013 President's Award for Teaching Excellence.

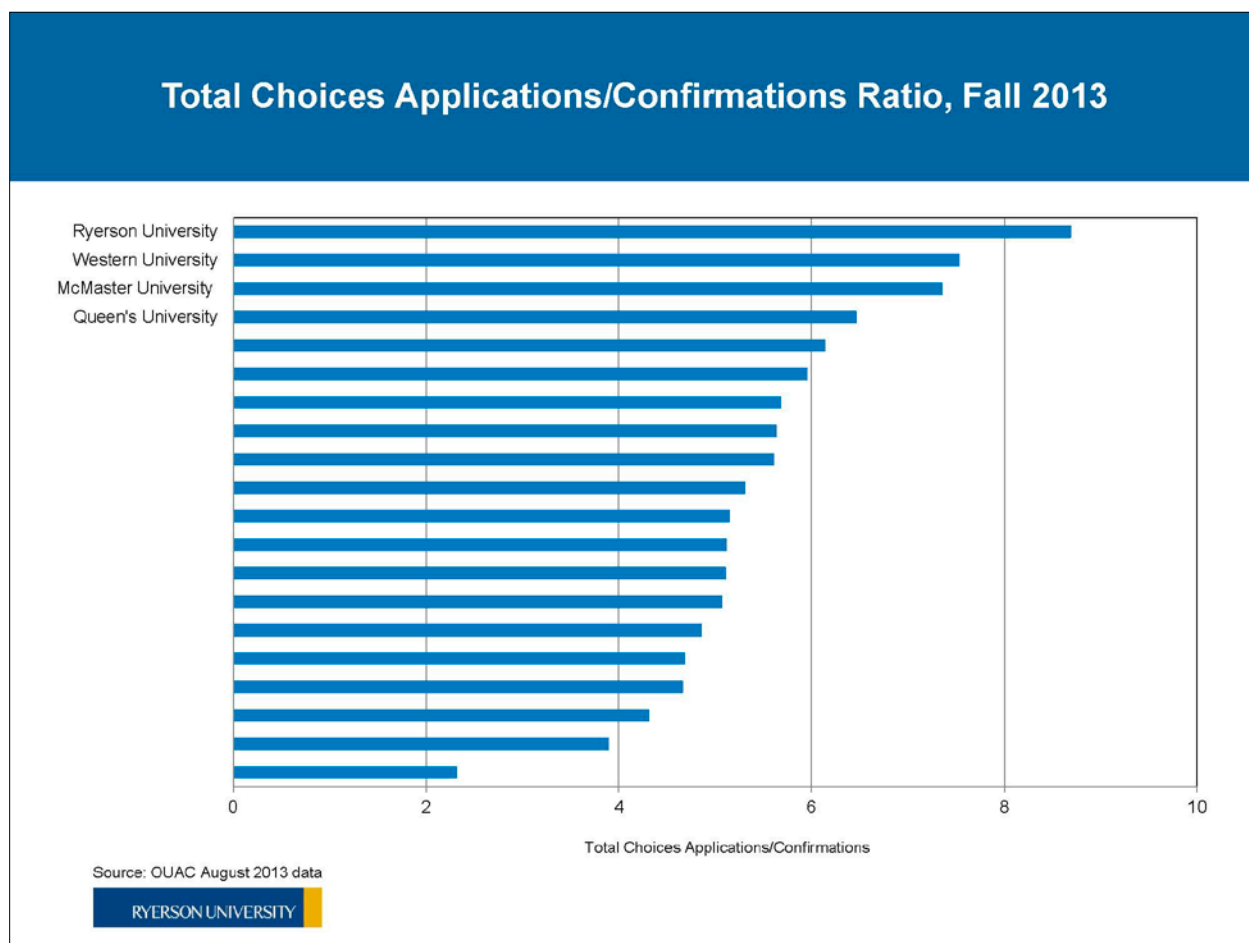
President's National Entrance Scholarships – Canadian secondary school graduates who demonstrate academic accomplishment (minimum 90% average), leadership qualities, original thought and creative ability are eligible for scholarships valued at \$10,000 per year for four years (renewable with a CGPA of 3.67). We are proud to welcome the 2013-14 recipients:

- Reva Arieli (Thornhill), Business Management
- Bailey Bradshaw (Kingston), Urban and Regional Planning
- Gelila Ephrem (Markham), International Economics and Finance
- Azra Jessa (Thornhill), Computer Science
- Alessandro Profenna (Toronto), Architectural Science
- Michaela St. Pierre (Whitehorse), Performance Dance

Student Orientation – This is the second year that Ryerson students ended their parade march at the Mattamy Athletic Centre, and it felt like the start of a tradition where the event winds up at "our house." Orientation continues to get bigger and more impressive every year, and a notable

feature this Fall was the excellent coordination and the number of volunteers. We had a great team every step of the way welcoming our students with support and blue-and-gold spirit.

Enrolment – Undergraduate student demand continues strong with 77,000 applications, an increase of 7% over last year. Of these, more than 69,000 applications were for 7,900 first year undergraduate places. Graduate applications held steady at just over 6,000 applications, with 1,200 offers accepted. Total graduate and undergraduate full-time equivalent enrolment is estimated at approximately 31,000 with an expected rise of 3-5% over last year. International applications grew by 778 students (15%) but were complicated by immigration issues. Ryerson confirmed 312 arrivals out of 394, with an additional 14 deferred so far as follow up continues. To buffer the potential impact, the university has admitted 80 students over target.



Anniversaries – Congratulations and very best wishes are extended to the Early Learning Centre Lab School, celebrating its 50th anniversary on October 3rd recognizing a special teaching and learning mandate and an exemplary model of early learning programs and child care for our youngest Ryerson citizens; and the School of Journalism on the occasion of its 60th Anniversary, being celebrated on October 4-5th with *Journalism on the Rocks* featuring 'Journalism: How It's Done, Where It's Headed,' reflecting on a tradition of excellence and a vision of the future.

BSEI Partnership – On July 29th a Memorandum of Understanding was signed by the Bombay Stock Exchange Institute Ltd. (BSEI), Ryerson University and Ryerson Futures Inc. (RFI), outlining a partnership to create a BSEI-Ryerson Digital Media Zone, an India-based incubator for entrepreneurs to fast-track their startups and connect with mentors, customers and investors. The collaboration between BSEI, Ryerson and RFI is a first step towards building a new bridge between Canada and India that provides young entrepreneurs with unprecedented international opportunities. The first partnership initiative, with support from the Government of Ontario, is ‘The Next Big Idea’ competition, open to companies in India looking to expand to North America. The winners will receive the opportunity to incubate their company for three weeks in the DMZ, including mentorship, business development advice, and international experience.

#25 on Global Index – The Ryerson Digital Media Zone ranks #25 in the world on the 2013 University Business Incubator (UBI) Index, a Swedish research initiative developed as the first global framework for assessing university incubators. Comparative criteria include factors such as job creation, economy enhancement, talent retention and success rate. The UBI Index reviewed 550 university incubators around the world and studied 150 in-depth in 22 countries.

CUE Smart Grid – On August 26th the Honourable Bob Chiarelli, Minister of Energy, was on campus to announce that the Centre for Urban Energy, with support from the province, will build an innovative smart grid laboratory to serve as a hub for researchers and provide a collaborative facility for testing and demonstrating smart grid ideas, technologies and products. The lab will focus on developing a smarter grid – better able to detect, prevent and restore outages; provide families and businesses with consumer tools to manage their power use; aim to further reduce greenhouse gas emissions by making it easier to connect renewable energy to the grid; and offer experiential learning opportunities to educate the next generation of engineers.

Toronto International Film Festival (TIFF) – Ryerson’s connection to the global film festival continues to bring excitement and esteem to the university. Congratulations are extended to Board of Governors member Michèle Maheux, Executive Director and Chief Operating Officer of TIFF, and Piers Handling, TIFF Director and CEO (Doctor of Laws *honoris causa*, ’06) on the Festival’s outstanding success. The Ryerson Theatre continues to be celebrated as a premier venue for almost 50 feature film presentations, rolling out the red carpet for A-list celebrities. Ryerson was represented at TIFF this year by alumni, scholars-in-residence and an student introducing an environmentally sustainable film product. Films included:

- Edward Burtynsky, IMA '82 – *Watermark*
- Patrick Cederberg and Walter Woodman, IMA '13 - *Noah* (Winner of the YouTube Award for Best Canadian Short Film)
- Stephen Dunn, IMA '13 - *We Wanted More*
- Fantavious Fritz, IMA '13 - *Paradise Falls*
- Luke Higginson, IMA '05 - *Relax, I'm From the Future*
- Bruce McDonald, IMA '82 - *The Husband*
- Jasmin Mozaffari, IMA '13 – *Firecracker*
- Leanne Pooley, RTA School of Media '90 - *Beyond the Edge*
- Atom Egoyan, Distinguished Scholar-in-Residence, *Devil's Knot* premiere
- Stephen Broomer, Scholar-in-Residence, Modern Literature & Culture Research Centre, *Pepper's Ghost*.

Johnathan Sousa (RTS '11) was selected for the TIFF Rising Stars program, a professional 'boot camp' providing opportunities to interact with professionals in all facets of the industry; and Ryerson MBA student Kevin Moroney was at TIFF promoting Greenscreenz, his alternative green-screen product made of 90 per cent cost-effective recycled content.

Toronto Urban Design Awards – On September 11th Ryerson was honoured for city-building contributions in a competition featuring 125 entries across 14 categories. The university was the only multiple winner, sweeping the Student Projects category, and recognized twice in the Public Buildings in Context category. The four Awards of Merit celebrated the following projects:

- “An Architecture of Civility,” commended by the competition jury as *“a forum for students to collectively reflect on the civic nature of our transit system and the role it plays in shaping our city,”* involved 400 undergraduate and graduate Architectural Science student teams working at 16 sites, under the direction of George Kapelos and faculty Design Champions.
- “In Search of Place,” by M.Arch. student Melody Taghi-Poor, envisions the proposed underground pedestrian tunnel between Toronto’s mainland and Billy Bishop Airport, and was commended by the jury for *“reminding us that we constantly need to explore ways to generate stimulating places even in the least obvious contexts.”*
- “Maple Leaf Gardens” [Jury Comment: *“It’s as if Maple Leaf Gardens has reintroduced itself to the city... Loblaw and Ryerson University have teamed up to breathe new life into into an old building and to reanimate an important intersection”*]
- “Ryerson Image Centre/School of Image Arts” [Jury Comment: *“A subtle and sophisticated backdrop building to a dynamic and energetic civic public space, the design solution is rigorous and uncompromising, highly appropriate and smart...with lighting effects that speak dynamically to the building’s character and use.”*]. The RIC also received the Society for College and University Planning (SCUP) Award for excellence in architecture in August.

United Way – Thanks to the generosity of community members, Ryerson has earned a United Way Toronto 2012 Exemplary Award. The combined efforts of students, faculty and staff in raising \$202,706 for the United Way campaign last year placed Ryerson in the top 15 per cent of all workplace campaigns in Toronto. The Ryerson campaign surpassed its target, significantly increased the number of contributors on campus, and featured a range of activities and highlights including an online silent auction, the Chillin' on Gould chili fundraiser, and student volunteers at the Rams men's hockey game against University of Toronto at the Mattamy Athletic Centre, with all proceeds donated to the campaign.

Church Street Development – Ryerson has announced that Perkins+Will, a leading architecture practice known for award-winning design excellence, comprehensive expertise and innovative projects, has been selected to design the Church Street Development (CSD) that will house the Daphne Cockwell School of Nursing, the School of Nutrition, the School of Occupational and Public Health, and the Midwifery Education Program from the Faculty of Community Services, as well as a student residence. The ground floor of the CSD will enhance the streetscape, and floors above will have academic space including research labs, state-of-the art clinical experience suites and shared teaching labs, and student study and gathering space. The university is seeking a private-sector partner to develop the residence portion of the project, planned to offer approximately 250 student residence spaces in keeping with the university’s goal to provide an additional 2,000 new residence spaces by 2020. The CSD is will exemplify the three

principles of Ryerson's Master Plan: urban intensity, pedestrian orientation and design excellence, and will reflect Ryerson's commitment to sustainability. The estimated cost of the academic portion of the project is \$84 million, of which the Ontario government has provided a \$56.4 million grant. Construction is expected to begin later in 2015 with the building completed by fall 2018. Over the past 20 years, Perkins + Will have worked with more than 250 colleges and universities across Canada and around the world.

Rams Men's Soccer in National Top 10 – For the first time in program history, with a 6-0-1 start to the season the Rams men's soccer team entered the national rankings as the Canadian Interuniversity Sport (CIS) released its Top 10 list for the week of September 17th, voted on by coaches around the country. Dating back to last season the Rams have not lost a regular season match in 20 consecutive games.

President's Membership on Committees and Boards 2013-14

Council of Ontario Universities: Executive Committee, Government & Community Relations Committee

Board of Directors, Toronto Waterfront Revitalization Corporation

Advisory Council, Toronto Region Board of Trade

Board of Governors, Trails Youth Initiatives

Honorary Board of Directors, Greater Toronto Marketing Alliance

Honorary Cabinet, SKETCH working arts studio for street-involved and homeless youth

WELCOME

Omar Alghabra, Distinguished Visiting Fellow, Faculty of Engineering and Architectural Science; senior strategy consultant with the Ontario Energy Board, former Member of Parliament for Mississauga-Erindale, Ryerson Mechanical Engineering graduate.

Dr. Cheri L. Bradish, Loretta Rogers Research Chair in Sport Marketing at the Ted Rogers School of Management; expert in sport marketing, sponsorship and management expert, joining Ryerson from Brock University.

Dr. Shafi Bhuiyan, Distinguished Visiting Professor cross-appointed to the Faculty of Community Services and The G. Raymond Chang School of Continuing Education; adjunct faculty member in the Global Health Division of the University of Toronto Dalla Lana School of Public Health.

Hershell Ezrin, Distinguished Visiting Professor, Ted Rogers School of Management; Managing Director of Tipping Point Solutions, a social media advocacy consultancy, Ezrin Communications, and a leading Canadian business executive, political advisor and engaged supporter of community and culture.

Dr. Henry Giroux, Distinguished Visiting Scholar, Department of Sociology, Faculty of Arts; Professor of English and Cultural Studies, Global Television Network Chair in Communication at McMaster University, author of *Youth in Revolt: Reclaiming a Democratic Future*.

Dr. David E. Smith, F.R.S.C., Distinguished Visiting Scholar, Department of Politics and Public Administration, Faculty of Arts; Officer of the Order of Canada, Professor Emeritus of Political Studies, University of Saskatchewan and Senior Policy Fellow at the Johnson-Shoyama Graduate School of Public Policy at the University of Regina, Ryerson Doctor of Letters *honoris causa* '10.

Ric Young, Distinguished Visiting Professor with the Faculty of Community Services; founder and president of the Social Projects Studio, fellow of The Royal Society of the Arts, a Quadrangle Society Member of Massey College, and a SiG (Social Innovation Generation) fellow at the University of Waterloo, will support the faculty in conceptualizing a new social innovation zone.

ACADEMIC DEVELOPMENT

Academic Plan – October 2nd will mark the start of the community consultation process leading to the development of the next Ryerson Academic Plan. The changes that have taken place during *Shaping Our Future 2008-13* have laid the foundation, with the leadership of Sheldon Levy, former Provost Alan Shepard, the support and guidance of the Board of Governors and the Senate, and the engagement and passion of the Ryerson community and its partners.

As a first step, a consultation paper has been shared with the Academic Planning Group of deans and vice-provosts, as well as the Executive Group and a Provost's advisory group called the "Kitchen Cabinet" made up of 25 colleagues from across campus, with representation from each

faculty as well as Senate and several administrative units. The consultation paper will go to Chairs, Deans and Directors on September 26th and Senate at its October 1st meeting and then be released to the community-at-large for input in *Ryerson Today* on October 2nd.

A number of initiatives will invite and encourage involvement and feedback. We are launching an online community engagement campaign called *Think With Us* using various social media channels, asking the community to help us imagine what Ryerson will look like in five years. Provost's Breakfasts have been scheduled with each dean, their chairs and directors, as well as with other units. Town halls will be hosted for the community-at-large to discuss the consultation paper, with one town hall solely dedicated to students.

After the first round of consultations, we will come back to the community with a second document that captures what we heard and will provide draft language for a set of priorities and strategies. We anticipate the second paper being available in late fall/early winter. The intention is to have a final draft academic plan go to Senate for consideration in spring 2014. Once the university academic plan has been approved by Senate, each faculty, department and school will develop its own academic plan for submission to the Provost in fall 2014.

It is important to recognize that the university academic plan dovetails with many complementary planning processes, including the university's research plan, the Master Plan, space allocation and capital planning, human resources, and others, and is undertaken in the context of compelling external factors including issues such as student expectations and technology, innovation and entrepreneurship, continued demand for Ryerson programs, and the public policy environment.

As we undertake the academic planning process over the course of this year, the input and advice of the Board of Governors is anticipated and very welcome.

Anniversaries – Congratulations and very best wishes are extended to the Early Learning Centre Lab School, celebrating its 50th anniversary on October 3rd recognizing a special teaching and learning mandate and an exemplary model of early learning programs and child care for our youngest Ryerson citizens; and the School of Journalism on the occasion of its 60th Anniversary, being celebrated on October 4-5th with *Journalism on the Rocks* featuring 'Journalism: How It's Done, Where It's Headed,' reflecting on a tradition of excellence and a vision of the future.

Decanal Searches – Search committees have been established and searches are under way in accordance with the Policy and Procedures Relating to Search Committees and Appointments in the Academic Administration ('AAA Policy') to find new Deans for the Faculty of Engineering and Architectural Science, and the G. Raymond Chang School of Continuing Education.

New Directors of Zone and E-learning – The creation of dedicated portfolios in these key areas underlines Ryerson leadership and goals in program development and delivery. Coming into effect September 1st, the three-year appointments report to the Provost and Vice-Provost, Academic.

- **Dr. Randy Boyagoda**, Department of English, has been appointed Director of Zone Learning, and will be responsible for the integration of existing and future zone-related initiatives into an overarching structure that encourages collaboration between stakeholders, as well as curricular development and implementation of zone learning through the Senate-approved optional specialization, and other modes and models.

- **Dr. Nancy Walton**, Daphne Cockwell School of Nursing, has been appointed Director of E-learning, and will be responsible for the strategic direction of e-learning to serve academic and operational goals, including guiding the coordination of e-learning initiatives across the university, engaging and consulting with the community on issues and best practices, and providing the Provost with recommendations on e-learning pathways for Ryerson.

Ryerson University Foundation Program (RUFPP) – The G. Raymond Chang School of Continuing Education, Faculty of Arts and Undergraduate Admissions and Recruitment have partnered to offer an intensive English language and academic skills course for new students academically qualified to apply for admission but in need of help to meet English proficiency requirements. Launched this Fall, RUFPP is a two-semester program that involves 30 hours per week of class time including 20 hours of instructor-led classes and 10 hours of independent and group project-based work. The curriculum was developed by Marju Toomsalu, English as an Additional Language programs director in the Faculty of Arts and Chang School academic coordinator for English as a Second Language, and Geoff Lawrence, former Chang School instructor. RUFPP students will also be supported in their transition to Canadian academic and cultural life by International Student Services (ISS), Student Housing Services, the Tri-Mentoring Program (TMP), the RUFPP Peer Mentorship Program, and the Office of Student Community Life.

Chang School Certificates – This Fall two new certificates are being launched by the G. Raymond Chang School of Continuing Education to advance areas of Ryerson commitment and leadership:

- The Certificate in Aboriginal Knowledges and Experiences offers a multi-disciplinary overview of aboriginal worldviews, and aboriginal experiences in Canada including law, policies and practices in the health, social services and human resources sectors. The curriculum will be developed and taught by aboriginal scholars both at Ryerson and externally, reflecting the aboriginal lived experience.
- The certificate in Entrepreneurship and Multiculturalism is the first of its kind in Canada. Offered jointly by the Ted Rogers School of Business Management (Department of Entrepreneurship and Strategy) and The Chang School, it is designed to provide aspiring entrepreneurs the skills needed to launch and run a business within a multicultural context. The program employs the Lean Launchpad experiential approach, which allows students to engage in the business startup process as they study. The Lean LaunchPad tool is currently used in Ryerson's undergraduate entrepreneurship program and the concepts were successfully deployed in Ryerson's Digital Specialization Program.

FACULTY DISTINCTION

- Dr. Pamela Palmater, Chair in Indigenous Governance, Department of Politics & Public Administration, was named one of *Canadian Lawyer's* "Top 25 Most Influential in the justice system and legal profession" in the Criminal Law/Human Rights category for "challenging Canadians to think seriously about aboriginal issues."
- Dr. Lorraine Janzen Kooistra, Department of English, is one of 6 professors receiving a 2012/13 Ontario Confederation of University Faculty Associations (OCUFA) Teaching Award, recognizing contributions to the quality of higher education in Ontario.

- Dr Chris MacDonald, Director of the Ted Rogers Leadership Center and Founding Director of the Jim Pattison Ethical Leadership Education and Research program, has been named by the *Guardian* as one of America's 30 most influential sustainability voices on Twitter.
- Dr. John Shields, Department of Politics and Public Administration, has been named the 2013/14 Ryerson Fellow at Massey College, recognizing his leadership in research and policy development on immigration and settlement issues in Canada.
- Dr. Khaled Sennah, Chair, Department of Civil Engineering chair, received the A.B. Sanderson Award from the Canadian Society for Civil Engineering for outstanding contributions to the development and practice of structural engineering in Canada.
- Dr. Seth Dworkin won the I.W. Smith Award for outstanding achievement in creative mechanical engineering from the Canadian Society for Mechanical Engineering (CSME) at the Canadian Congress of Applied Mechanics conference in July.
- Dr. Alan Fung and Dr. Marcello Papini were named Fellows of the Canadian Society for Mechanical Engineering (CSME) recognizing excellence in mechanical engineering and contributions to the profession and society.
- Dr. Tae Hart, Dr. Trevor Hart, and Dr. Frank Russo, Department of Psychology, were elected Fellows of the Canadian Psychological Association at the Annual Meeting in June. In a year when the CPA elected 10 Fellows nation-wide, Ryerson has 3 colleagues among them.
- Dr. Naomi Koerner, Department of Psychology, received a President's New Researcher Award at the Canadian Psychological Association Annual Meeting in June.
- Dr. Candice Monson, Department of Psychology, was named Trauma Researcher of the Year at the Canadian Psychological Association Annual Meeting in June. Earlier this year the government of Canada announced a collaborative project with Dr. Monson to help health-care providers advance the knowledge and treatment of Post-Traumatic Stress Disorder.
- Dr. Kamal Al-Solaylee has been named to the 2013 Toronto Book Awards shortlist for his acclaimed work *Intolerable: A Memoir of Extremes*.

STUDENT AND ALUMNI ACHIEVEMENT

- Two out of three finalists in the 2013 Telefilm Canada Short Film Face-Off were Ryerson graduates: Stephen Dunn (Image Arts '13) who won the competition for *Life Doesn't Frighten Me*, and Yaz Rabadi (Image Arts '07) for his film *The Beard*.
- Andrew Moir (Image Arts '12) won Best Documentary Film at the 44th Canadian Student Film Festival for *Just As I Remember*.
- Jordan Tannahill (Image Arts '10), won a Dora Award for "rihannaboi95," named Outstanding New Play in the Theatre for Young Audiences Division. Audiences tuned in to the 40-minute monologue since it was only available as a live-streamed performance for six nights in April.
- Zanele Muholi (Master's in Documentary Media '10) is receiving a Prince Claus Award for her powerful portraits of the lesbian, gay, bisexual and transgender community that confront

social conventions. The award, one of 10 presented to artists, thinkers and organisations from around the world, will be presented December 11th at the Royal Palace Amsterdam.

- The 2013 *Playback* Canadian Film and TV Hall of Fame is honouring exceptional contributors to the development and shaping of our collective national story, including:
 - Marblemedia co-founders Mark Bishop and Matt Hornburg (RTA '98) multi-platform pioneers and internationally-renowned producers of kids' shows in particular;
 - Patrick O'Sullivan (RTA '05), developer and content creator of film, television and webseries programs with the Canadian Film Centre, and the CBC;
 - Professor Ramona Pringle, RTA School of Media, digital media producer and expert in transmedia storytelling as it affects the human experience;
 - David Suzuki, (Doctor of Science *honoris causa* '07), Swarovski 2013 Humanitarian Award for advocacy and action advancing environmental awareness.
- Hala Bissada (Hospitality and Tourism Management '91), President and CEO of Hala Events & Communications Inc., won two International Special Events Society (ISES) Esprit Awards: for Best Industry Contribution, and Best Event for a Non-Profit Organization over \$200,000 USD.
- Retail Management students Julia Hart, Michaela Atkinson and Mary Jinny Kim plus 4th year School of Fashion student Elizabeth Chung, were flown to London by Hudson's Bay/Topshop as the winners of a collaborative project that took place over a 12-week period last fall as part of a sector studies (fashion retail) business class at the Ted Rogers School of Business Management. In 2013-14 the class, taught by TRSM Professor Donna Smith, is working with Nordstrom, as the American luxury chain prepares to enter the Canadian market.
- Rachel Mason and Tricia Stevens, 1st year Social Work, were awarded scholarships by the Community Foundation Grey Bruce First Nations People's Scholarship Endowed Fund, established in 2005 to provide financial assistance to aspiring regional students.
- Chris Hampton (Master's Journalism), was named a runner-up for the 2013 *Canadian Art* Foundation Writing Prize this summer, awarded \$1,000 and recognition in the magazine.
- Ryan McKenna (3rd year Journalism), will cover sledge hockey at the Paralympic Winter Games for the International Paralympics Committee next March in Sochi, Russia.
- Kelsey Titmarsh (2nd year Fashion), a rhythmic gymnast and member of the Canadian national team since 2005, participated in the 2013 Summer Universiade in Kazan, Russia, following up competing at the 2012 Olympics in London last summer.

Telling Our Story – Ryerson achieved remarkable success in three communication campaigns recognized with competitive professional awards:

- *Transform: 2011-12 FCAD Review*, which won three ARC Awards in an international competition featuring 2300 entries from 34 countries: Gold and Grand Award Winner in the *Non-Traditional Annual Reports International* category; Gold in the *Summary Annual University* category; and Honours as the Category Winner for *Cover Photo/Design University*.

- *SOAR campaign*: The G. Raymond Chang School of Continuing Education won two Gold Awards in the 2013 University Professional & Continuing Education Association (UPCEA) Marketing Awards: the Spring 2013 SOAR campaign won in the Outdoor Exhibit Signage Transit category; and the 2013 Winter SOAR campaign won in for Campaigns: Mixed Media.
- *RU Student Life Instagram site* – The Office of Student Community Life won both the Judge’s and People’s Choice Awards for Best Community Drive or Social Media Site, described as a “brilliant example of a vibrant postsecondary social media community” at the 2013 Canadian Regional EduStyle Awards.

PARTNERSHIP

- On September 13th Ryerson renewed its double degree exchange agreement with Karlsruhe University of Applied Science (HsKA) in Germany. The new agreement expands the opportunities for Ryerson students in the Masters Engineering program to earn two degrees – one from Ryerson and one from HsKA – upon completion of the program satisfying each university’s degree requirements, by extending the opportunity to graduate students in Civil Engineering and Electrical and Computer Engineering. This new agreement strengthens Ryerson’s existing relationship with HsKA, which includes student exchanges and visiting research collaboration.
- Ryerson University and York University have launched an online platform that gives students the ability to enrol in degree credit courses at either institution. The “Ryerson-York Exchange” provides students with a diverse list of about 40 courses that have been pre-approved for credit transfer, so eligible York students can earn credits toward their degree at Ryerson and vice versa. The courses offered are among the most popular at both universities and range from astronomy, economics and psychology to calculus and epidemiology. Prior to the launch of the initiative, students had to obtain letters of permission and complete a number of steps before being able to cross-register for a course at the other institution. Under the new program, students pay all fees to their home university and courses taken at the partner institution are included on transcripts.



THE ACADEMIC YEAR AHEAD 2013/14

RYERSON
UNIVERSITY

Office of the Provost &
Vice President Academic

ACADEMIC ADMINISTRATORS AND NEW HIRES

New Academic Administrators

- **Randy Boyagoda**, director of zone learning
- **Nancy Walton**, director of e-learning

Searches underway

- Deans of FEAS and The Chang School

New Faculty Members

January 1, 2013 -December 31, 2013

- 33 tenure stream (9 – tenure; 24 – probationary)
- 35 limited term



FALL ENROLLMENTS

- **69,000** undergraduate applications for **7,900** first-year places; **9%** increase over last year
- FTEs **estimated** to be **29,000**; **3-5%** increase
- **6,000** graduate applications and **1,200** registered students.
- Ranking in the quality of secondary school applicants:
 - 2006: 14 out of 19 Ontario universities in percentage of registrants with averages 80% or more
 - 2012: 6 out of 19

STUDENT ENGAGEMENT AND SUCCESS

- **Student life**
Success of orientation
- **Curriculum Renewal Project**
Greater student choice; moving forward with implementation
- **Experiential learning**
Accelerates with new director of zone learning
- **Technology in the classroom**
Ryerson funding program supports classroom innovation

STUDENT ENGAGEMENT AND SUCCESS (continued)

- **Academic Integrity**
New director of academic integrity; Senate committee will revise policy
- **Change in GPA policy**
Many students were able to move forward with their studies due to policy change
- **Graduate students**
Increasing demand for graduate student professional skill and teaching development programs

MAJOR ACADEMIC INITIATIVES

New undergraduate degree programs:

Creative Industries | Professional Communication | Financial Mathematics
Real Estate Management | Biomedical Sciences | Philosophy

New graduate program

Master's in Digital Media | In the DMZ | Innovative graduate programming

Chang School certificates

Aboriginal Knowledges and Experiences | Entrepreneurship and
Multiculturalism

The next academic plan:

- Consultations launched last week; continue into the fall
- Oct. 2: release community consultation document
- “Kitchen Cabinet” advisory group
- Meet with internal and external stakeholders
- Board of Governors: informed on progress



Office of the Provost &
Vice President Academic

Academic Administrative Appointments**Randy Boyagoda, Director of Zone Learning**

Randy began his three-year appointment as the new director of zone learning on September 1, 2013. In his new role, Randy will engage Ryerson's internal community and external stakeholders in the university-wide development of zone learning. He will be responsible for the integration of existing and future zone-related initiatives into an overarching structure that encourages collaboration between stakeholders. As well, he will oversee the curricular development and implementation of zone learning through the Senate-approved optional specialization, and other modes and models.

Most recently, Randy was chair of the Department of English, director of the Literatures of Modernity graduate practicum program, and a faculty advisor with the Office of Experiential Learning. He has published three books: a monograph, *Race, Immigration, and American Identity in the Fiction of Salman Rushdie, Ralph Ellison, and William Faulkner*, and two novels, *Governor of the Northern Province* and *Beggar's Feast*. His two novels have been longlisted for the prestigious ScotiaBank Giller Prize and IMPAC/Dublin Literary Award. Randy is a frequent contributor to CBC Radio and to other national and international media including The National Post, The Wall Street Journal and The New York Times. He is the former vice-president of PEN Canada.

Prior to joining Ryerson in 2006, he was a postdoctoral fellow at the University of Notre Dame. Randy received a PhD and MA in English from Boston University and a BA from the University of Toronto.

Academic Administrative Appointments

Nancy Walton, Director of E-Learning

Nancy assumed responsibilities of her three-year appointment as the new director of e-learning on September 1, 2013. In this role, Nancy will be responsible for planning and developing the strategic direction of e-learning, ensuring that it meets Ryerson's strategic and operational goals. She will guide the coordination of e-learning initiatives across the university, and engage and consult with the community on issues and best practices. She will also provide the Office of the Provost with recommendations on the best pathways for Ryerson to develop its e-learning agenda.

Previous to this role, Nancy was a professor in The Daphne Cockwell School of Nursing and served as the chair of Ryerson's Research Ethics Board from 2005 to 2013. She is a longstanding member of the research ethics boards at SickKids Hospital and OCAD University, and was a consulting ethicist with the Ontario Ministry of Health and Long Term Care's Cardiac Care Network. She is a former associate director of the Ryerson-George Brown Collaborative Nursing Program, and is the current vice-chair, Ryerson Senate and Senate Priorities Committee. In 2012, she was appointed by President Levy as the academic colleague to represent Ryerson on the Council of Ontario Universities, and this year, was appointed to serve as a member of the Ontario Universities Council on Quality Assurance. Nancy is an external reviewer for a number of leading journals including *The Lancet*, the *Journal of Academic Ethics* and the *Canadian Medical Association Journal*.

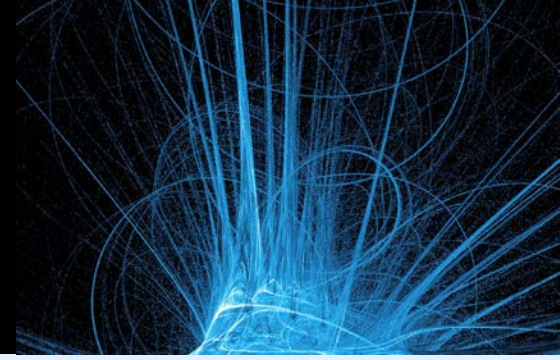
Prior to joining Ryerson in 2003, she was a nurse clinician and research associate with the cardiac surgery division of the University Health Network. Nancy received a PhD from the collaborative program in bioethics at the University of Toronto and a BSc in nursing from Ryerson.

ADVANCING SRC, INNOVATION & INTERNATIONALIZATION AT RYERSON:

Presentation to the Board of Governors

Wendy Cukier
Vice President, Research and Innovation

Outline



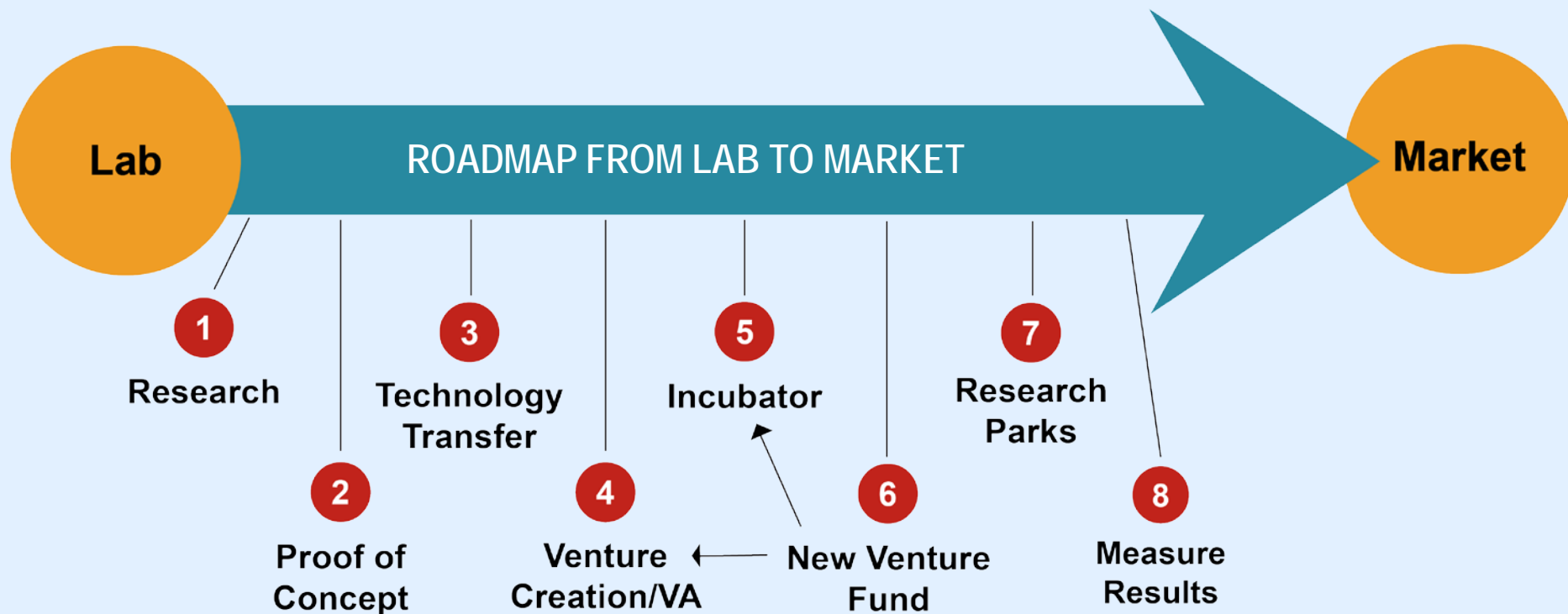
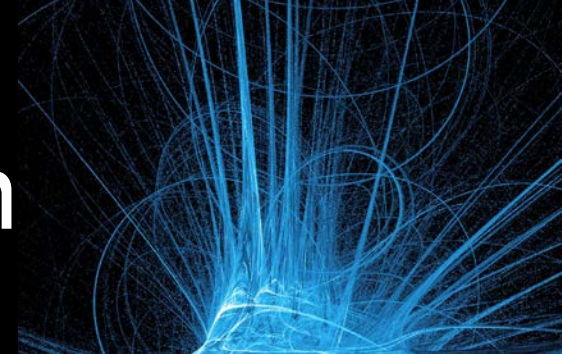
- WHAT IS RESEARCH AND SRC?
- IMPACT: WHY IS IT IMPORTANT?
- WHERE ARE WE?
- GOING FORWARD

WHAT IS RESEARCH & SRC?

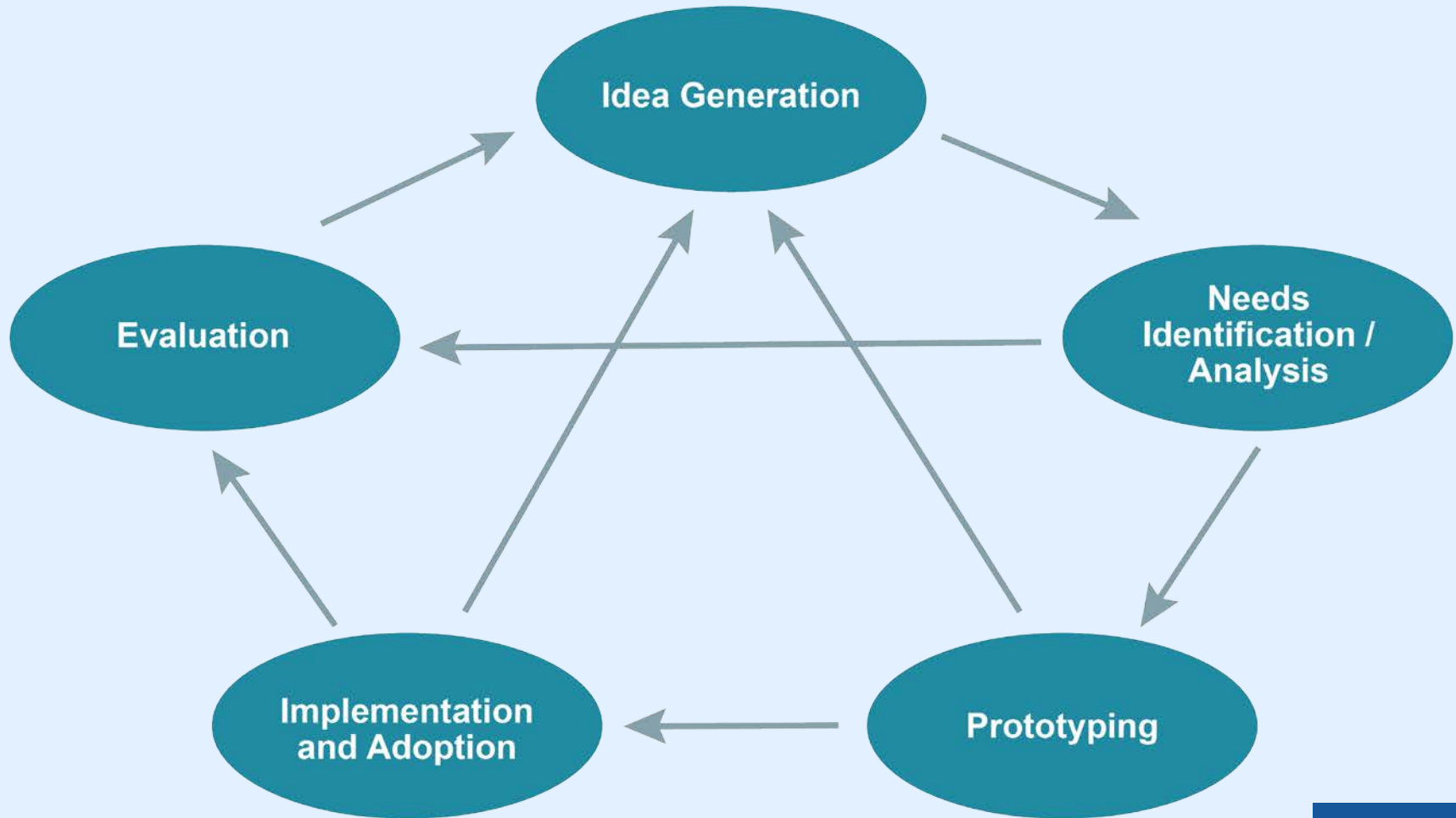


- **Research:** *“A rigorous process of investigation, using accepted methods, to discover and interpret “facts” in order to develop theory, apply theory and/or solve problems”*
- There are a wide range of approaches
 - experiments, surveys, observation
 - interpretation, exploration, argumentation
 - “action” oriented or applied problem solving
- **Scholarly Research and Creative Activity (SRC):** recognizes the diversity of Ryerson’s contributions across faculties to include, for example, exhibitions, designs and productions

Traditional University Research



Innovation: An Iterative Process



RESEARCH INTERESTS:

- Ultrasound imaging and therapeutics, photoacoustic and molecular imaging with theranostic particles, heat transfer in tissue, thermal therapies

IMPACT:

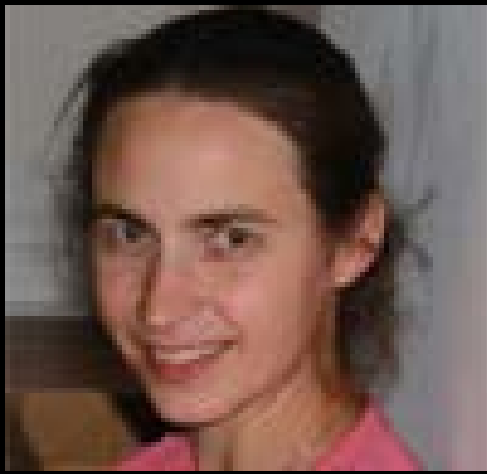
- Through his research in ultrasound imaging, cancer patients may soon only wait a few days to know if chemotherapy or radiation is helping to treat their tumours
- Uses ultrasound and lasers as therapy without surgery, which improves patient well-being and has the potential to free up healthcare resources for other patient needs

e: mkolios@ryerson.ca

t: (416) 979-5000 ext. 3157

MICHAEL KOLIOS

Canada Research Chair
Biomedical Applications of Ultrasound



Alexandra (Ali) Mazalek

Associate Professor,
RTA Digital Media
Canada Research Chair

Focus

- Tangible and embodied interfaces to support a range of design activities

Impact:

- Allows designers – whether architects, scientists or industrial designers – to use physical objects as interfaces for design
- Joins Ryerson from Georgia Institute of Technology, an alumna from the MIT Media Lab



Klaas Kraay

Professor Philosophy (ARTS)



"We hope to clarify our intuitions about the difference in value that God's existence makes (or would make) to our lives and to the world around us."

Ryerson University receives one of largest philosophy grants in Canada to explore the value of God's existence (\$199,000 from John Templeton Foundation)

Professor Kraay was a visiting professor at Oxford last year



Catherine Middleton (TRSM)

Canada Research Chair

Lead – NCE in Graphics, Animation and New MeDia (GRAND)

Research Themes:

- New Media Challenges and Opportunities
- Games and Interactive Simulation
- Animation, Graphics and Imaging
- Social, Legal, Economic and Cultural Perspectives
- Enabling Technologies and Methodologies
- 56 Researchers, 32 Projects, 19 Universities



Krishna Kumar

Professor, Aerospace Engineering
(FEAS)

Remote-controlled smart sensor
network that wirelessly monitors
dynamic loads to manage railways
with **Bombardier Transportation**
(\$126,000)





Jason Nolan (FCS)

Assistant Professor, School of Early Childhood Studies

Director, Experiential Design & Gaming Environments (EDGE) Lab

Research Interests:

- Children's culture in relation to: digital and social technology, autism, play, sensory play, game-based learning, privacy & autonomy, Maker/DIY culture

Impact:

- Creates prototypes of sensory play and wearable communication technologies for children
- Creates tools and methods to help educators and families design and create their own custom, affordable, adaptable tools for children with disabilities

IMPACT: What SRC Brings to the University

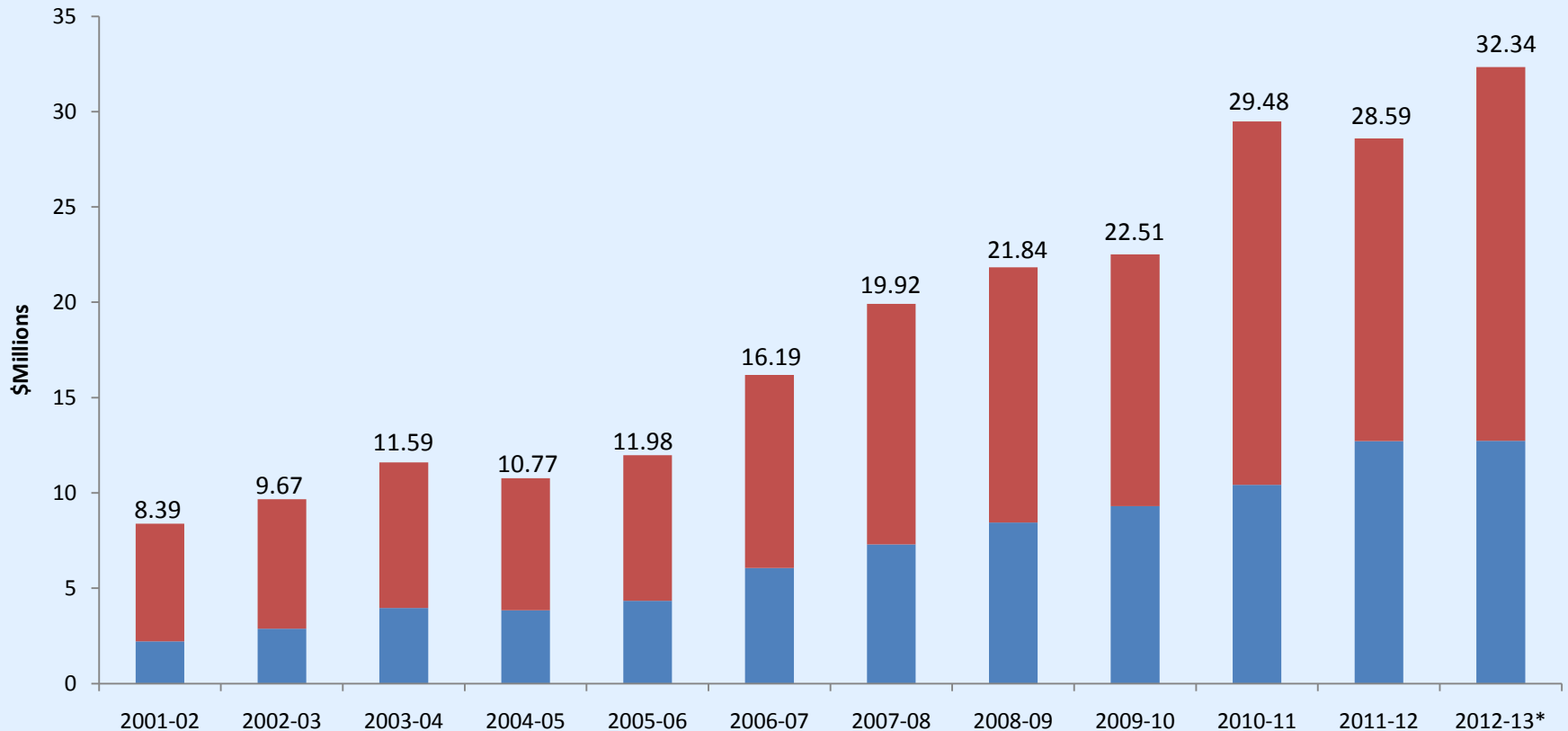


- University mission: We create, disseminate and apply knowledge
- Informs teaching and learning
- Drives rankings and reputation
- Provides resources: \$30m a year much of it to students
 - “Tricouncil” - Social Sciences and Humanities Research Council (SSHRC); Natural Sciences and Engineering Council (NSERC); Canadian Health Institutes of Research (CIHR)
 - Industry, Government and Community Organizations
 - Foundations and Donors
- Affects policy and practice
- Strengthens partnerships
- Economic development - patents, spin offs, jobs
- Builds reputation: prizes and awards

IMPACT: \$32.3m Research Funding

Red: Other

Blue: Tri-council



*2012-13 value is the Financial Services estimate as of September 27th, 2013

IMPACT: Creates Jobs



Spending on Research Funding in SRC Projects

Funding Agency	Personnel	Infrastructure	Other
CIHR	45%	1%	54%
NSERC	66%	10%	24%
SSHRC	48%	2%	50%
Total Tri-Council	60%	7%	33%
Total Other + Tri-Council	50%	18%	32%

IMPACT: Research funds create jobs for students

Number of Jobs in Faculty SRC as of September 2013

	# of positions
Bachelor	100 +
Master	89
Doctoral	126
Post Doctoral Fellows	44
Other Research Assistants	59
Other Research-Related Employees	194
Total	612 +

IMPACT: supports student led applied research and innovation (200+ jobs in 2012/13)

MITACs – 68 @\$15,000 for applied research (\$972,000)

NCE: AUTO 21 – 31 Connect Canada Internships @ \$10,000 (\$310,000)

iSTEM (GEI) – Funded by FedDev, provides training and internships in SMEs - 159 internships (\$1.8 million 2011-2013)

SEB – STEM graduates commercialize their ideas and products - 29 @ \$60,000 (\$870,000)

SEB Social Innovation – Social innovation ventures - 4 @ \$30,000 (\$120,000)

RISkills – Training plus paid internships in research, innovation or startups for Social Sciences and Humanities graduates

Summer Company – Training plus startup grant for returning students. ages of 15-24 from under-represented groups (priority neighborhoods, aboriginal). 21 @ \$3000 in 2013 (\$90,500); 50 in 2014 (\$200,000+)

SheEO – Training funding and mentorship for 10 female led ventures, supported with \$50,000 from 10 female venture capitalists plus \$25,000 from Ontario

IMPACT: Builds Partnerships

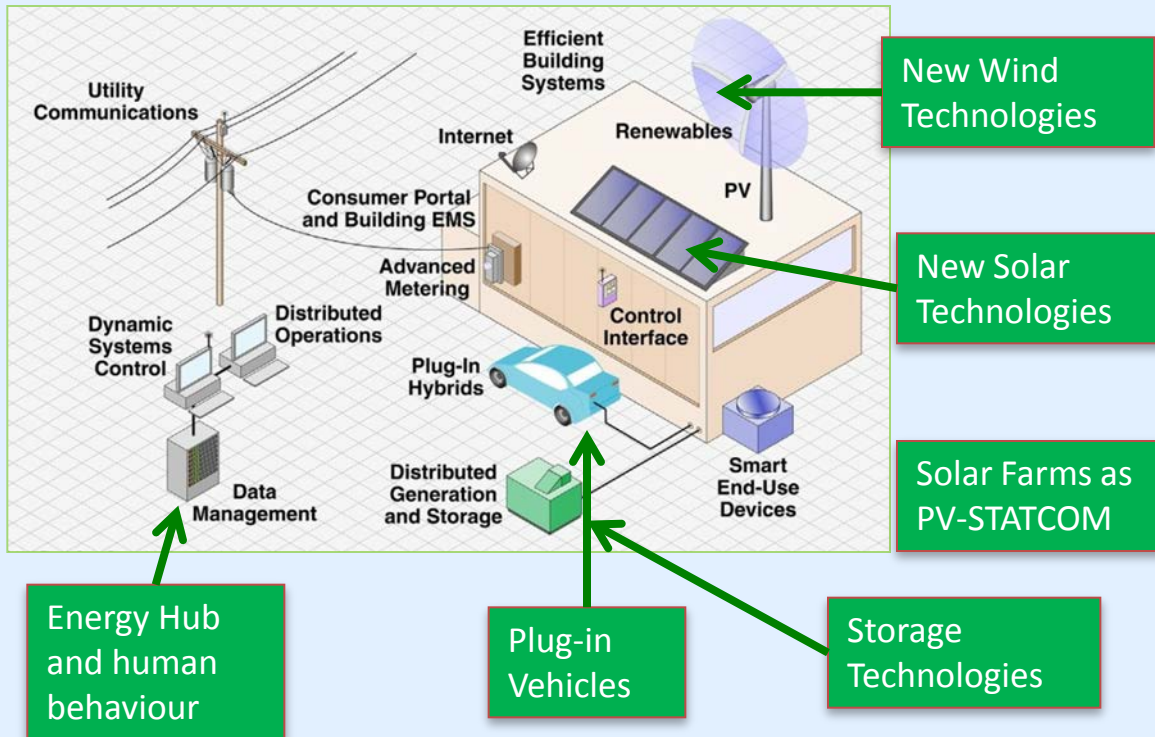


In 2012-13 Ryerson undertook more than 180 applied research projects with industry partners including:

Alcohol Countermeasure Systems	Delvinia Holdings Inc	Lafarge Canada	SideBuy Technologies Inc.
ANAI Global Technologies	Divani Films Inc.	Lumasonix Inc.	SmartSimple Software Inc.
BASF Canada Inc.	Electro-Pack Inc.	MD Precision Inc.	Soft-R-Us Inc
Bioshield Technologies Inc.	Enbridge Gas Distribution	Microsoft Corporation	SPP Canada Aircraft Inc.
Biscuits Leclerc Ltd.	Ericsson Canada	Mondelez International Inc.	Teledyne Dalsa
Blackberry	Found Aircraft Canada Inc.	Newark Paperboard Products Inc.	The Hershey Company
Bombardier Aerospace	GE Healthcare	Océ Display Graphics Systems	Toronto Hydro-Electric System Limited
CAE Flightscape	Google Inc.	P & P Optica	Union Gas Limited
Calgary Exhibition and Stampede	Gress Aerospace	Pratt and Whitney Canada	Van-Rob Inc
Candu Energy Inc.	Honeywell ASCa Inc.	QNX Software Systems	WaveDNA
Cosmetica Laboratories Inc	Hydro One Networks	QPS Photonics Inc.	WestPort Innovations Inc.
Cyclepods Canada Corporation	Induce Biologics Inc	RBS Consulting Engineering Group	Winston Inc.
	InterDigital Canada Ltée		
	Komodo OpenLabs Inc.		
	Kraft Foods Inc.		

Centre for Urban Energy (FEAS)

Smart Grid



Founded with Hydro One, Ontario Power Generation and Toronto Hydro, CUE promotes research

In 2012-13 the Centre received approximately \$2 million in funding and employed 142 people, mostly students.



Inclusive Media and Design Centre (TRSM)

Research and development activities

- Assistive technology
- Inclusive entertainment
- Accessible learning technologies

Projects:

- enhanced captioning, audio description, sign language web, e-prayer rug, mobile technology in business, sensory substitution
- Advanced Human Computer Interaction
- Employs 21 including 18 students and post-docs





Centre for Global Health & Health Equity (FCS)

- Committed to initiatives that promote greater health equity locally, nationally, and globally.
- Informed by common principles of equity, social justice, and health as a human right.
- Includes Nursing, Geography, Social Work, Psychology, Nutrition and Early Childhood Education
- In 2012-13 received \$1 million in funding providing jobs for 14 employees.



Ryerson Transmedia Centre (FCAD)

Richard Lachman

Co-Director

Associate Professor, RTA Digital Media

Focus

- Digital media and culture: transmedia storytelling, digital documentary, mixed-reality technologies. Part of the Centre for Cloud and Context Aware Computing

Impact:

- develops location-aware content and user experiences
- Helps run TIFF.Nexus with the Toronto International Film Festival to explore collaboration and prototyping across creative media sectors
- Explores transmedia projects, serious videogames, and database documentaries with partners such as Discovery Channel Canada and TVO

Institute of Stress and Well-being Research (Arts)

- Explores the biological, cognitive-behavioural, and subjective aspects of stress
- Uses a wide range of techniques for measuring stress, such as genotyping, hormone analysis, and measurement of electrical activity in the brain
- In 2012-13 received \$1 million in funding and employed 51 people including 42 students



For example **Candice M. Monson, Ph.D,**
Professor of Psychology, Also Director of
Clinical Training at Ryerson co-authored
**Cognitive Processing Therapy:
Veteran/Military Version,** a predominantly
cognitive therapy for PTSD delivered
individually and in groups

“Collaborate to Innovate” Building Capacity in SMEs



- Advises potential and current company partners, particularly SMEs, on government leveraging programs to maximize investment
- Hosts information sessions on relevant issues for companies (SR&ED Tax Credits with CRA, Going Global Strategies with Trade commissioners)
- Matchmaking sessions with agencies, researchers and SMEs
- Exclusive capacity building agreement with Ontario Chamber of Commerce targeting SMEs
- Collaborations with other industry associations (eg. ITAC)

IMPACT: New Large Collaborative Cross-Faculty Projects and Centres

- Institute for Biomedical Engineering and Health Technology Innovation (with St. Mikes)
- RC4 – Centre for Cloud and Context Computing (\$2m Fed Dev)
- Zones of Innovation Pilot Project with SFU and UOIT focused on Digital Media, Greentech and Gaming (proposed)
- Social Innovation Platform (1st Ashoka Changemaker campus)
- RBC Immigration, Diversity and Inclusion with UA (RBC, \$1.7)
- Advanced Digital and Professional Training (ADaPT) SSHRC Partnership Grant (proposed \$2.5m)
- 3D Printing; Big Data; Design.....

IMPACT: Reputation



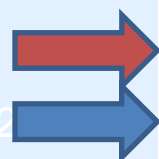
- More than 30% of news coverage relates to research and researchers
 - eg breakthrough coverage of Kolios work
- Ryerson faculty win prestigious prizes
 - eg Martin Antony appointment to the Royal Society of Canada; Ryerson faculty and alumni have won Emmy awards and have been honoured by their professions
- Ryerson faculty lead prestigious academic conferences
 - eg. Faculty of Arts to host the Federation of Social Science and Humanities annual conference

WHERE ARE WE?:

29th among Universities
(Research Infosource, 2012)

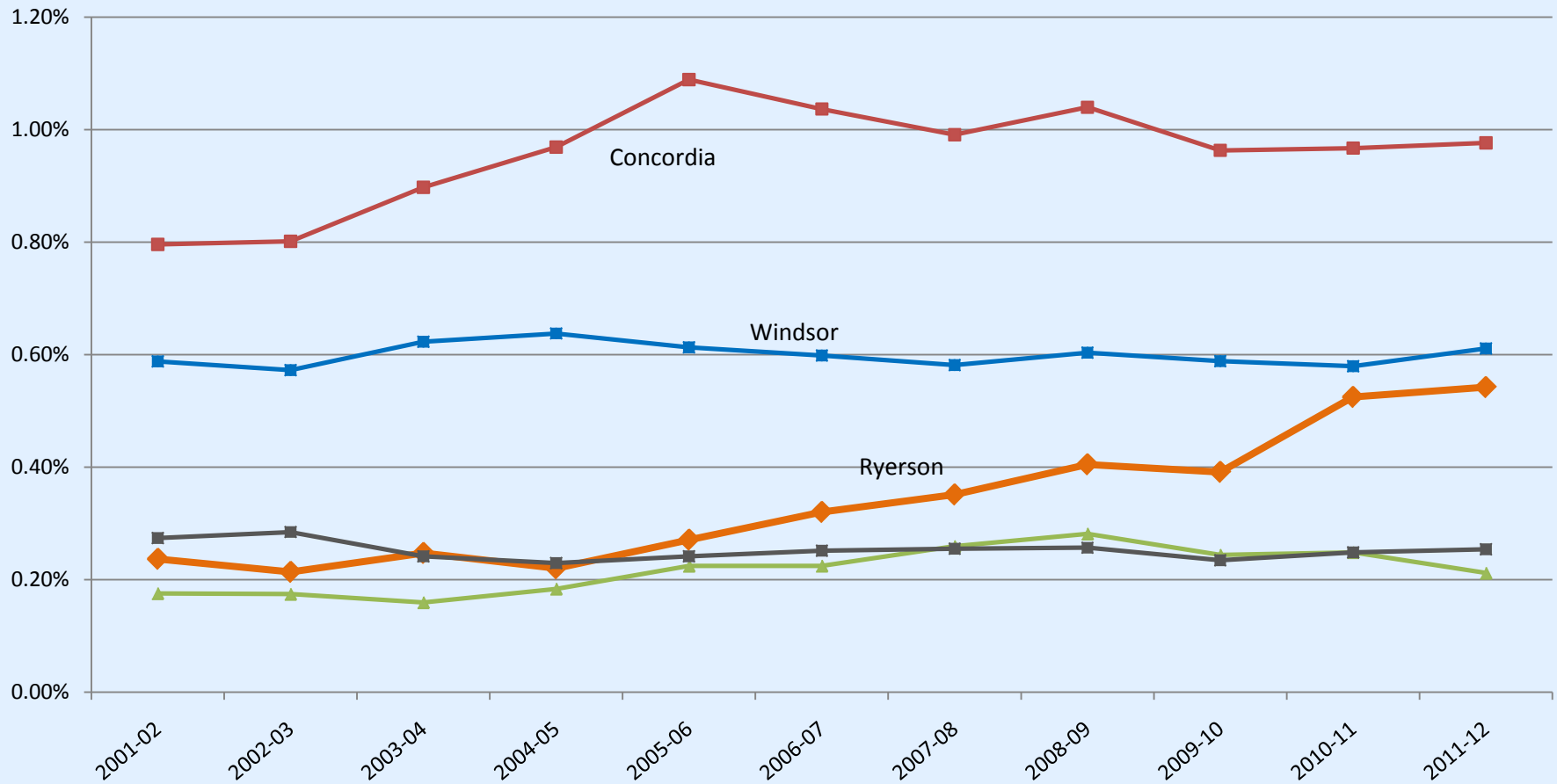
13th among
Non-Medical Universities
in Canada

Next report will show us
moving up



Rank		University	Sponsored Research Income			Full-time Faculty**	Research Intensity	Province
2011	2010		FY2011 \$000	FY2010 \$000	% Change 2010-2011	2010-2011 #	\$ per Full-time Faculty \$000	
1	1	University of Toronto ^{(a), (b)}	\$915,661	\$878,725	4.2	2,427	\$377.3	Ontario
2	2	University of British Columbia [*]	\$575,155	\$538,398	6.8	2,346	\$245.2	British Columbia
3	4	University of Alberta [*]	\$536,063	\$513,473	4.4	1,629	\$329.1	Alberta
4	3	Université de Montréal ^{(a), (b)}	\$525,705	\$524,133	0.3	1,869	\$281.3	Quebec
5	3	McGill University ^(a)	\$522,913	\$469,729	11.3	1,578	\$331.4	Quebec
6	6	McMaster University [*]	\$325,946	\$395,364	-17.6	1,311	\$248.6	Ontario
7	7	Université Laval ^(a)	\$299,362	\$307,928	-2.8	1,323	\$226.3	Quebec
8	8	University of Calgary [*]	\$286,420	\$282,752	1.3	1,539	\$186.1	Alberta
9	9	University of Ottawa [*]	\$276,220	\$273,278	1.1	1,296	\$213.1	Ontario
10	10	Western University [*]	\$218,729	\$221,236	-1.1	1,422	\$153.8	Ontario
11	12	University of Saskatchewan [*]	\$203,179	\$184,756	10.0	1,131	\$179.6	Saskatchewan
12	13	University of Manitoba [*]	\$166,303	\$164,695	1.0	1,212	\$137.2	Manitoba
13	11	Queen's University [*]	\$163,280	\$197,016	-17.1	816	\$200.1	Ontario
14	14	University of Guelph	\$153,068	\$148,905	2.8	795	\$192.5	Ontario
15	15	University of Waterloo	\$146,779	\$144,299	1.7	1,014	\$144.8	Ontario
16	16	Université de Sherbrooke ^{(a), (b)}	\$145,493	\$111,898	30.0	1,050	\$138.6	Quebec
17	16	Dalhousie University [*]	\$132,461	\$125,147	5.8	1,017	\$130.2	Nova Scotia
18	17	University of Victoria	\$103,249	\$98,481	4.8	696	\$148.3	British Columbia
19	19	Simon Fraser University	\$89,894	\$87,374	2.9	819	\$109.8	British Columbia
20	20	Memorial University of Newfoundland [*]	\$70,181	\$74,499	-5.8	930	\$75.5	Newfoundland
21	21	Université du Québec à Montréal ^(a)	\$65,470	\$70,942	-7.7	1,026	\$63.8	Quebec
22	23	York University	\$65,427	\$69,379	-5.7	1,371	\$47.7	Ontario
23	22	Carleton University	\$59,343	\$70,456	-15.8	741	\$80.1	Ontario
24	24	Institut national de la recherche scientifique ⁺ (a)	\$59,132	\$64,998	-9.0	153	\$386.5	Quebec
25	25	University of New Brunswick	\$48,244	\$53,919	-10.5	471	\$102.4	New Brunswick
26	26	Concordia University ^(a)	\$42,018	\$39,126	7.4	912	\$46.1	Quebec
27	38	Université du Québec à Chicoutimi ^(a)	\$33,966	\$16,087	111.1	216	\$157.3	Quebec
28	27	University of Windsor	\$32,129	\$28,348	13.3	513	\$62.6	Ontario
29	30	Ryerson University	\$29,518	\$22,524	31.1	738	\$40.0	Ontario
30	29	Université du Québec à Rimouski ^(a)	\$25,486	\$22,848	11.5	198	\$128.7	Quebec
31	31	Laurentian University [*]	\$24,447	\$22,428	9.0	408	\$59.9	Ontario
32	35	University of Lethbridge	\$24,101	\$17,377	38.7	345	\$69.9	Alberta
33	33	Université du Québec à Trois-Rivières ^(a)	\$22,552	\$18,296	23.3	381	\$59.2	Quebec
34	32	Royal Military College of Canada	\$22,461	\$20,661	8.7	195	\$115.2	Ontario
35	36	Lakehead University [*]	\$22,263	\$17,359	28.3	306	\$72.8	Ontario
36	28	University of Regina	\$21,338	\$23,822	-7.5	381	\$57.8	Saskatchewan
37	34	École de technologie supérieure ⁺ (a)	\$19,090	\$17,884	6.7	159	\$120.1	Quebec

Market Share Increasing - Combined Tri-Council Funding (Select Canadian Universities)



Source: NSERC, SSHRC, and CIHR Awards Databases

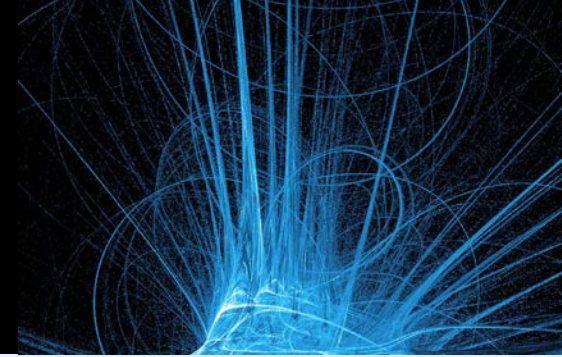
Ryerson Concordia Lakehead Trent Windsor

Board of Governors Meeting - September 30, 2013
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RYERSON
UNIVERSITY

GOING FORWARD



- Increase research quality and intensity – hiring/retention key
- Grow industry partnerships; “market” or community -driven research and building capacity in SMEs
- Invest in students - build culture of innovation: applied research, internships, start-ups (social and for profit)
- Sharpen thematic focus
- Build reputation: knowledge mobilization and outreach
- Global partnerships and multi-disciplinarity
- Strengthen infrastructure (space is the final frontier)
- Build performance and accountability metrics
- Leverage diversity: immigrants, women, aboriginal people

Discussion





BOARD OF GOVERNORS MEETING

September 30, 2013

AGENDA ITEM: Appointment of the Actuary of the Ryerson Retirement Pension Plan

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: For Review and Recommendation for Approval

SUMMARY: Appointing the Actuary of the Ryerson Retirement Pension Plan, is one of the governance duties of the ERPC. The Actuary prepares the valuation report which details the financial and funded status of the pension plan. The Administration is recommending that Towers Watson be appointed as Actuary for the RRPP for the January 1, 2014 valuation as per the attached Resolution.

BACKGROUND: Both Provincial and Federal regulations require that an Actuary prepare valuation reports for registered pension plans. These reports must be filed with the regulatory authorities at least triennially. Ryerson requests that Towers Watson prepare annual valuation reports, including preliminary results, analysis of assumption changes, and presentations, at a cost of approximately \$65,000 each year.

Towers Watson, is also the actuary for the OMERS plan. OMERS is the investment manager for the Ryerson Retirement Pension Plan.

COMMUNICATIONS STRATEGY: N/A

PREPARED BY:

Name: Christina Sass-Kortsak, Assistant Vice President Human Resources
Date: September 18, 2013

APPROVED BY:

Name: Julia Hanigsberg, Vice President Administration & Finance
Date: September 18, 2013

RESOLUTION

RE: APPOINTMENT OF ACTUARY FOR RYERSON RETIREMENT PENSION PLAN (RRPP)

BE IT AND IT IS HEREBY RESOLVED:

THAT Towers Watson be approved by the Board of Governors for retention as Actuary for the Ryerson Retirement Pension Plan (RRPP) for the calendar year 2014.

September 30, 2013



BOARD OF GOVERNORS MEETING

Date: September 30, 2013

AGENDA ITEM:

Ryerson Communication and Design Society ("RCDS") Referendum Request

STRATEGIC OBJECTIVES

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

ACTION REQUIRED: Approval

SUMMARY: The Ryerson Communication and Design Society Steering Committee is seeking approval from the Board to hold a referendum asking for support from Faculty of Communication and Design students to create a levy to fund a new student society and its activities

BACKGROUND: The Ryerson Communication and Design Steering Committee has been working for the past year developing the vision, organizational structure, constitution, by-laws and financial plans for a new student society linking students in programs within the Faculty of Communication and Design. This will be a student led faculty wide organization similar in structure and purpose to the Ryerson Engineering Student Society and the Ryerson Commerce Society. With the Boards approval they plan to hold a referendum to create a levy that will provide sustainable funding for the new society.

COMMUNICATIONS STRATEGY: The new society will communicate directly with its members – Faculty of Communication and Design program students. Communication related to the referendum will follow the Board's referenda policies and procedures.

(Please see attached documents for more information: memo from the Vice Provost, Students, Information page on RCDS, Draft RCDS constitution, RCDS power point presentation).

PREPARED BY:

Name: Karina Nicole, Image Arts New Media Student
Cormac McGee, Journalism Student
Date: September 30, 2013

APPROVED BY:

Name: Heather Lane Vetere, Vice Provost, Students

Date: September 30, 2013



OFFICE OF THE VICE PROVOST, STUDENTS

MEMORANDUM

September 30, 2013

To: Members of the Ryerson University Board of Governors

From: Heather Lane Vetere, Vice Provost, Students

Re: Request to create the Ryerson Communication and Design Society

In the summer of 2012, students in the Faculty of Communication and Design with the assistance of a student member of the Ryerson Board of Governors initiated discussions to establish a Ryerson Communication and Design Society (RCDS) that would directly connect students in Fashion, Image Arts, Graphic Communications Management, Interior Design, Journalism, RTA, Theatre, and the two news programs in Professional Communications and Creative Industries.

Over the past year a steering committee has worked to refine the vision, organizational structure, constitution, by-laws and financial plans for the proposed student society. The RCDS will be similar to the Ryerson Engineering Student Society (RESS) founded in 1988 and the Ryerson Commerce Society (RCS) founded in 2003. Both of these organizations work within their faculty to address the particular co-curricular needs of their members and provide a focus and source of funding for student groups and activities.

In the 2013 winter semester a survey was conducted asking all FCAD students questions about the idea of starting a student society within FCAD and the results showed strong support. Over 1000 FCAD students completed the survey and below are some of the questions asked and the % agreement with each statement.

- Do you think there is value in collaborating with students in other FCAD programs? **88.18% agreed**
- Would you be supportive of a FCAD society with a mission of linking students within all programs of FCAD and enabling them to have a united voice? **87.39% agreed**
- Would you be supportive of a FCAD society that would develop and enhance professional, academic and c-curricular opportunities for FCAD students? **95.13% agreed**
- Would you consider paying more to partially fund a society...? **64.45% agreed**

The Steering Committee includes:

Karina Nicole, Image Arts - New Media
Brian Hui, Graphic Communications Management
Ryan McKenna, Journalism
Natasha Mawji, Fashion Design
Tyler Webb, Image Arts – Photography
Cormac McGee, Journalism
Emily Wong, Graphic Communications Management
Janakan Srimurugan, Graphic Communications Management
Pooja Ramaswamy, Interior Design
Megan Matsuda, Journalism

...and Stephen Kassim, Ryerson Board of Governors...serving as Advisor and Champion

These students have the full support of the Dean of the Faculty of Communication and Design in this venture.

Ryerson Communication and Design Society

The Ryerson Communication and Design Society (RCDS) is a student-led society that will represent all full-time undergraduate students within the Faculty of Communication and Design (FCAD) at Ryerson University. The purpose of the RCDS is to unite all programs within the Schools of FCAD and to allow students to take advantage of opportunities outside of the classroom by creating relationships, gaining experience, and learning new skills that will last a lifetime.

The three pillars of RCDS are:

1. Academic
Focusing on education beyond simply fulfilling academic requirements.
2. Professional
Creating networks with industry and generating experience that will make students more desirable to employers.
3. Collaborative
Developing multifaceted skills and connections by enabling cross-disciplinary projects that replicate the collaborative nature of the creative industries.

Next Steps

The students are seeking support from the Board to approve the request for the Ryerson Communication and Design Society to hold a referendum asking for support from FCAD students to create a levy to fund the new society. If approved the referendum would be held in November 2013. If the referendum passed the fee would begin in Fall 2014.

Proposed Referendum Question:

Do you agree to the creation of a fee of \$60.00 per year to be paid by all students enrolled in a full-time FCAD program, starting in September 2014 and increased for inflation annually by the CPI of Toronto, to fund the creation and operation of the Ryerson Communication and Design Society?

Yes ☐

No ☐

What is the Ryerson Communication and Design Society?

The Ryerson Communication and Design Society (RCDS) is a student-led society that will represent all full-time undergraduate students within the Faculty of Communication and Design (FCAD) at Ryerson University. The purpose of the RCDS is to unite all programs within the Schools of FCAD and to allow all students to take advantage of opportunities outside of the classroom by creating relationships, gaining experience, and learning new skills that will last a lifetime.

The RCDS has three pillars:

Academic

Focusing on education beyond simply fulfilling academic requirements

Professional

Creating networks with industry and generating experience that will make students more desirable to employers

Collaborative

Developing multi-faceted skills and connections by enabling cross-disciplinary projects that replicate the collaborative nature of the creative industries

What RCDS Will Do

RCDS will serve as an umbrella organization to help pull programs together and to allow students to collaborate and create projects together. Some of the ways that will be achieved is through:

Funding

Project funding for projects that foster campus life and enhance the skills and experiences of students. Conferences, competitions and industry events would also be funded to help develop academics outside the classroom, build and maintain FCAD's reputation, and create partnerships that will last.

Student Groups

Helping to add stability through succession planning, financial support, and fostering collaboration that will allow more students to get involved in their faculty and to create programming that will benefit more students.

Corporate Sponsorship

By leveraging the collective strength of FCAD projects, events, and year-end shows, we can gain better and more sponsorships, providing more opportunities to create larger scale projects while simultaneously creating partnerships with industry.

Ryerson Festival for the Arts (tentative name)

Turning our independent year-end shows into a collaborate "festival" in the same spirit as Luminato or TIFF. By collectively marketing, executing, and collaborating, we can turn our year-end shows into an annual Toronto icon that brings people across the city to our campus and better showcase student work.

What Students are Saying

Between March 4th and March 15th 2013, we conducted an online survey to see what FCAD students think of an FCAD Society. Over 1000 students were surveyed representing 25% of the faculty population.

66% of students indicated they seldom work with students in FCAD programs outside their own, while over 88% said they believe there is value in collaborating with FCAD students outside their program.

Over 95% of students indicated they were supportive of the creation of an FCAD Society to develop and enhance professional, academic, and co-curricular opportunities for students.

Almost 70% of students indicated they would be willing to help fund an FCAD Society through tuition.

Quotes from students:

"If we collaborated more often with other programs, I think we could really do something amazing."

"It seems as though that networking is extremely important towards getting connected with the right individuals for future jobs. In addition, connecting with students in other FCAD programs gives the opportunity for collaborations where individuals have an opportunity to meet potential business partners, or an opportunity to develop one's portfolio."

"We could be a very powerful and united faculty if we worked with each other. It seems it doesn't happen often."

"I think this would be a great idea. It is hard to branch outside of your programs at times therefore this would be helpful. We are such a creative group of students and we could really benefit from some collaboration."

"Love the idea, FCAD needs to be more vocal; it's too amazing of a faculty not to."

"I think it is an excellent idea to connect the whole faculty together and be able to learn from different disciplines. It would be an even more engaging and enriching learning experience for all. There are connections between all these disciplines and we would gain a better understanding of our work from other perspectives."

"I think that letting students with different programs than our own would be beneficial. I believe it's important to learn as much as possible through new people and industry related things. It's just as enriching as or probably more than attending a lecture or class."

"FCAD is filled with such diverse talents. I would love to see more collaboration, rather, more opportunities for FCAD students to come together to achieve something great."

"I think collaboration, and the combination of different perspectives to accomplish something is the birthplace of creative thinking. I feel that it is imperative the university encourages this outside the classroom."

"As a Journalism student at Ryerson I feel very disconnected with the rest of the student body. I can imagine that other FCAD students feel the same way. I'd be willing to pay even more than \$40 per semester because the chance to make professional and personal relationships with other people that we may work with in the future is priceless."

“Courses offered within FCAD students seem very centralized amongst their own programs. Providing an opportunity for students to meet other students in other programs will greatly lead to a diversified group of students who will also get to connect with others outside of their programs, much like the real industry world.”

CONSTITUTION OF
RYERSON COMMUNICATION AND DESIGN SOCIETY

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PREAMBLE

ARTICLE 1: THE SOCIETY

- 1.1 The association of students enrolled in Faculty of Communication and Design undergraduate programs at Ryerson University shall be called the Ryerson Communication and Design Society, hereafter referred to as “RCDS”.
- 1.2 The Board of Governors of Ryerson University shall hereafter be referred to as “Board of Governors”.
- 1.3 Ryerson University shall hereafter be referred to as the “University”.
- 1.4 The RCDS Board is all Executive Officers and Directors of RCDS and shall hereafter be referred to individually as “Director” and collectively as “Board of Directors”.

ARTICLE 2: MEMBERSHIP

- 2.1 All full time, undergraduate students registered in programs within the Faculty of Communication and Design at the University are members of RCDS, hereafter referred to as the “membership”.
- 2.2 Membership terminates upon the graduation, withdrawal, suspension or expulsion of a member from the Faculty of Communication and Design.

ARTICLE 3: MANDATE

- 3.1 The Mandate of RCDS shall be:

To represent, promote, and enhance the Faculty of Communication and Design and all respective programs and to strive to protect the best interests of its members.

ARTICLE 4: THE DEAN OF THE FACULTY OF COMMUNICATION AND DESIGN

- 4.1 The Dean of the Faculty of Communication and Design or an appointee by the Dean, on behalf of the Board of Governors, shall advise RCDS, monitor its publications, supervise its Board of Directors' elections and ensure its financial accountability. The programs of RCDS shall be subject to the approval of the Dean of the Faculty of Communication and Design.
- 4.2 The Dean of the Faculty of Communication and Design may establish an Advisory Committee, which includes among others, a Finance Department representative, the Director of Student Services, or Designate, to assist in his/her advisory role.
- 4.3 The Dean of the Faculty of Communication and Design may view and freeze RCDS funds and resources in situations of gross misconduct by any Director with signing authority over these assets.

ARTICLE 5: THE BOARD OF GOVERNORS

- 5.1 Amendments to this Constitution, described in Article 13 are subject to the approval of the Board of Governors.
- 5.2 The Board of Governors may dissolve RCDS following a favourable student referendum on dissolution as described in Article 14.

ARTICLE 6: MEMBERSHIP FEES

- 6.1 The Board of Governors shall collect on behalf of RCDS a fee of sixty (\$60.00) dollars per academic year, starting from the 2014-2015 academic year, from all eligible members as indicated in Article 2.1. This fee shall then increase every year thereafter based on the Canadian Price Index (CPI).
- 6.2 Increase in fees
- 6.2.1 Any increase in fees must be sanctioned by a referendum of the RCDS membership conducted by the University's Election Procedures Committee;
- 6.2.2 The referendum question must be approved by the Board of Governors. The referendum question and the implications of a favourable referendum must be submitted to the Board of Governors after consultation with the President of the University, or his/her nominee, in order that the Board of Governors may be fully cognizant of the implications of the outcome prior to the referendum being held.
- 6.2.3 The referendum must be conducted in the fall by November 15 to be applicable for the following academic year commencing in September.
- 6.2.4 The cost of the referendum shall be borne by RCDS except for the salary and employee related costs of any employee who participates in holding the referendum.
- 6.2.5 A "favourable referendum" shall mean an affirmative vote by the majority of members voting.

ARTICLE 7: THE BOARD OF DIRECTORS

- 7.1 There shall be a total of fifteen (15) Directors.
- 7.1.1 Six (6) Directors who shall be the Executive Officers of RCDS shall be elected at large by the members of RCDS:
- President
 - Vice-President Administration & Operations
 - Vice-President Corporate Relations
 - Vice-President Events
 - Vice-President Finance
 - Vice-President Marketing & Communications

7.1.2 Nine (9) Directors representing each of the Faculty of Communication and Design Schools – School of Creative Industries, School of Fashion, School of Graphic Communications Management, School of Image Arts, School of Interior Design, School of Journalism, School of Professional Communication, RTA School of Media, and Ryerson Theatre School – shall be elected by the students in each of the individual Schools. These Directors, at the time of the elections must not be in their last year of attendance at the University.

7.1.3 The Board of Directors will fill vacant positions on the Board by, at their discretion, either appointing a new Director from the RCDS membership or by holding an election.

7.2 Terms of Office:

7.2.1 The term of office of each elected or appointed Director shall be one (1) year, May 1 to April 30, or may continue until a successor is elected or appointed.

7.2.2 Directors can be elected for a maximum of three (3) subsequent terms.

7.2.3 The eligibility for the President position of RCDS is limited to candidates with at least one (1) full year of prior experience on the Board of Directors. In the case that a former Director does not choose to propose candidacy for the position, the President may thereafter be elected from the general membership.

7.2.4 No Executive Officer of RCDS may simultaneously hold an executive position in a Ryerson University student group or course union, including but not limited to: the Ryerson Students' Union (RSU) or the Ryerson Residence Council.

7.2.5 All elected Directors shall be students enrolled in a Faculty of Communication and Design Program. They are required to have either a clear academic standing, or a conditional academic standing with a cumulative Grade Point Average greater than or equal to 2.0. The academic standing of the Directors shall be reviewed by The Dean of the Faculty of Communication and Design, who will inform the Directors that he/she is removed from the position if that Director fails to meet these requirements.

ARTICLE 8: IMMUNITY OF THE DIRECTORS

8.1 Directors shall not be held jointly or individually responsible for actions taken and decisions made in good faith within the scope of their authority. Directors can be held jointly or individually responsible for actions taken and decisions made regarding misappropriation of RCDS financial resources or assets.

8.2 Members of RCDS by virtue of their membership shall automatically waive the right to take legal action against the Board of Directors or any Director as a result of actions and decisions taken by Directors individually or jointly for the benefit and in the best interests of RCDS as defined in Article 3.

ARTICLE 9: GENERAL MEETINGS

- 9.1 The RCDS Annual General Meeting, hereafter referred to as the “AGM”, shall normally be held during the winter term of the academic year. The Executive Officers of RCDS shall convene it.
- 9.2 The notice convening the AGM and the agenda of the meeting shall be publicized in the campus media at least two full weeks in advance of the meeting.
- 9.3 There shall be at least two general meetings each year – the AGM in the winter term and a fall term Semi Annual General Meeting (SAGM).
- 9.4 The President of RCDS may call other General Meetings as often as the Board of Directors may deem necessary.
- 9.5 Special general meetings shall be called by the Vice-President Administration & Operations on receipt of a written request signed by a minimum of fifty (50) members. The written request shall include a statement setting out the purpose of the special meeting.

ARTICLE 10: FINANCES

- 10.1 The fiscal year of RCDS shall be from May 1 to April 30.
- 10.2 The Vice-President Finance with the President shall present an annual financial budget to The Dean of the Faculty of Communication and Design and the Board of Directors.
- 10.3 The Vice-President Finance must give final, written authorization for all financial matters concerning RCDS. All financial matters shall be approved and bear the signature of the Vice-President Finance as well as one of either the President or Vice-President Administration & Operations.

ARTICLE 11: ELECTIONS

- 11.1 Elections to the Board of Directors shall take place by secret ballot.
- 11.2 A Chief Returning Officer shall be appointed by The Dean of the Faculty of Communication and Design to oversee the conduct of the election of the Officers of the Board of Directors.
- 11.3 The election procedure shall coincide with the normal practices of the University as established by the Election Procedures Committee.

ARTICLE 12: AMENDMENTS TO THE CONSTITUTION

- 12.1 Amendments which affect the basic constitutional structure of RCDS or change its mandate, membership or relation to the Board of Governors must first be approved by the Board of Governors.

- 12.2 Amendments to the Constitution or proposed amendments shall normally be approved by the Board of Directors and ratified at the AGM.
- 12.3 Amendments initiated by the membership must include a written notice of the proposed amendment signed by not less than ten (10) members from each Faculty of Communication and Design School with names and student numbers printed next to their signature. The written notice shall be received by the Vice-President Administration & Operations not less than fourteen (14) days prior to the AGM.
- 12.4 Proposed amendments must be publicized and posted with the agenda of the AGM.
- 12.5 Amendments shall require an affirmative vote of at least two-thirds of the members present and voting at the AGM.

ARTICLE 13: DISSOLUTION OF RCDS

- 13.1 To dissolve RCDS the following steps shall be followed:
 - 13.1.1 A petition requesting a referendum on the dissolution of RCDS shall be signed by 15% of students in each Faculty of Communication and Design School within RCDS membership and presented to the RCDS President.
 - 13.1.2 The President shall communicate the request for a referendum on dissolution to the Dean of the Faculty of Communication and Design within ten (10) working days after receiving the petition.
 - 13.1.3 The Dean of the Faculty of Communication and Design shall consult with the President of the University, or his/her nominee, who will communicate the request for a referendum to the Board of Governors.
 - 13.1.4 The Elections Procedures Committee will conduct the referendum. The referendum will be held in the fall or winter semesters.
- 13.2 A “favourable referendum” shall mean an affirmative vote by two-thirds of the members voting.
- 13.3 The Dean of the Faculty of Communication and Design shall communicate the results of the referendum to the Faculty of Communication and Design student body and to the President of the University. If the request to dissolve RCDS is successful, the Dean will request that the Board of Governors dissolve RCDS.

ARTICLE 14: BY-LAWS

- 14.1 RCDS may establish By-Laws for the conduct of its business and may specify how they shall be amended.
- 14.2 By-Laws are enacted by the Directors and approved by the membership at the Annual General Meeting.

- 14.3 The By-Laws will be consistent with the RCDS Constitution. In the event of disagreement between the two documents the Constitution has primacy.

ARTICLE 15: VIOLATIONS

- 15.1 Disciplinary proceedings may be initiated by any Director against any other Director on any of the following grounds and may result in the impeachment of any Director by motion brought before all Directors:
- 15.1.1 Gross violation of the RCDS Constitution, By-Laws, platforms, policies, regulations, or Board of Directors decisions.
 - 15.1.2 Behaviour unbecoming of a member; that which brings discredit to RCDS or the University.
 - 15.1.3 Any and all malicious acts as defined by statute.
 - 15.1.4 Repetitive and unexcused absences at scheduled Board meetings or non-performance of duties.
 - 15.1.5 Misappropriation, falsifying or forgery of any monetary record or negligence of RCDS funds and resources.
 - 15.1.6 Other serious actions not in conformance with the best ethical interests of the organization.
- 15.2 Any Director may be removed from office by a vote of two-thirds of the Board of Directors.



RYERSON COMMUNICATION & DESIGN SOCIETY

A Plan for Collaborative Excellence.

What is the RCDS?

The Ryerson Communication and Design Society (RCDS) is a student-led professional society (like RCS and RESS) that will represent all undergraduate students within the Faculty of Communication and Design (FCAD) at Ryerson University.

The purpose of the RCDS is to unite all programs within the Schools of FCAD and to allow all students to take advantage of opportunities outside of the classroom by creating relationships, gaining experience, and learning new skills that will last a lifetime. The three pillars of RCDS are:

Academic. Professional. Collaborative.

Referendum Question

“Do you agree to the creation of a fee of \$60.00 per year to be paid by all students enrolled in a full-time FCAD program, starting in September 2014 and increased for inflation annually by the CPI of Toronto, to fund the creation and operation of the Ryerson Communication and Design Society?”

Comparison with other Professional Societies



\$64.61 levy



\$65.00 levy

**subject to referendum on
increase*



\$60.00 levy

Comparatively to other societies and with our survey results, we feel \$60.00 is a fair amount that will also allow RCDS to be sustainable and effective

Student Support

- *Support from executives of 2012 FCAD Year-end Shows.*
- *Online survey administered in March 2013 receiving 1,007 responses totaling a 25% response rate with roughly proportional representation from all programs in FCAD.*
 - *95.11% in favour of the creation of an FCAD society.*
 - *69.89% in favour of a fee to support the society.*
- *Full support of every course union within FCAD.*

Potential Allocation

- *Awards and Bursaries*
- *Conferences/Competitions*
- *Orientation Week*
- *Professional Events*
- *Project Funding*
- *Student Groups and Course Unions*
- *Year-end Show Festival*

Thank you!

Special thanks:

Heather Lane Vetere, Vice Provost, Students

Gerd Hauck, Dean, Faculty of Communication and Design

Rose Ghal mari, President, Ryerson Engineering Student Society

Amir Golbazi, President, Ryerson Commerce Society

Zohair Khan, Manager, Student Relations and Development, FEAS

Abdullah Snobar, Manager, Undergraduate Student Relations and Development, TRSM

Osman Hamid, Student Groups Coordinator, Undergraduate Student Relations and Development, TRSM

Restiani Andriati, Manager, Digital Media Projects, CCS

Office of the President

DRAFT RESOLUTION

**RE: STUDENT REFERENDUM REQUEST - RYERSON COMMUNICATION AND DESIGN SOCIETY
STUDENT**

BE IT AND IT IS HEREBY RESOLVED:

THAT the Ryerson Election Procedures Committee be authorized to hold a student referendum, at a time to be determined, amongst Faculty of Communication and Design students enrolled in full-time programs, to seek approval for the creation of a fee of \$60.00 per year, starting in September 2014, to be paid by all students enrolled in a full-time FCAD program, to fund the creation and operation of the Ryerson Communication and Design Society.

THAT the compulsory fee be adjusted to provide for any increase according to the Toronto Consumer Price Index (CPI); and

THAT the specific wording of the referendum question be subject to approval by the Provost and Vice President Academic.

September 30, 2013



BOARD OF GOVERNORS MEETING

Date: September 30, 2013

AGENDA ITEM: Referendum Request from the Ryerson Engineering Student Society

STRATEGIC OBJECTIVES

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

ACTION REQUIRED: Approval

SUMMARY: The Ryerson Engineering Student Society (RESS) is seeking permission from the Board to hold a referendum asking its members for an increase to the RESS levy.

BACKGROUND: The Ryerson Engineering Student Society was formed in 1988 and uses the funds that it collects to support engineering student groups, provide academic and career events, publications, leadership training, social events and community service activities. The levy was increased once since 1988 with a successful referendum in 2006 and RESS is looking for students to support an increase to the levy again for 2014.

COMMUNICATIONS STRATEGY: All communication with students will be as per the Board's referendum policy and procedures.

PREPARED BY:

Name: Rose Ghamari President, Ryerson Engineering Student Society
Dante Zegarac Vice President, External, Ryerson Engineering Student Society
Zohair Khan Manager, Student Relations and Development, Office of the Dean
Date: September 30, 2013

APPROVED BY:

Name: Heather Lane Vetere, Vice Provost, Students
Date: September 30, 2013



OFFICE OF THE VICE PROVOST, STUDENTS

MEMORANDUM

September 30, 2013

To: Members of the Ryerson University Board of Governors

From: Heather Lane Vetere, Vice Provost, Students

Re: Request by the Ryerson Engineering Student Society (RESS) to hold a referendum for to increase the students pay to fund RESS activities

Members of the Executive of the Ryerson Engineering Student Society approached my office about the process and procedure for holding a referendum to increase the fee currently charged to students to fund RESS activities. I have met with the executive members of RESS and they have developed a presentation for the board to outline the rationale for their request.

The Ryerson Engineering Student Society

The Ryerson Engineering Student Society was formed in 1988 to represent all full-time engineering students at Ryerson University. The organization provides various activities and services to its membership including support for engineering student groups, academic and career events, publications, leadership training, social events and community service activities.

Details of the fee increase request

RESS is requesting permission to ask students, through a referendum, for a fee increase that will provide additional funds for student engagement activities. The levy was originally \$20 when created in 1988 with no inflationary adjustment and remained unchanged for 18 years. In 2006 RESS held a referendum to increase the fee which now sits at \$33.70 per year for students enrolled in a full-time undergraduate engineering program.

RESS is looking for an increase to better meet the funding requests from its student groups and design teams for events, competitions, and conferences. The increase requested will bring the RESS levy in line with other Ryerson Faculty student societies and with engineering schools at other universities.

If approved the actual referendum would be held in November 2013 and if the referendum passed the increase in the fee would be applied beginning in Fall 2014.

Proposed Referendum Question:

Do you agree to an annual levy of \$65 (which represents an increase of \$15.65 per semester) to be paid by all students enrolled in a full-time undergraduate engineering program, starting September 2014 and increased for inflation annually by the CPI of Toronto, to fund the activities of the Ryerson Engineering Student Society?

Yes ☐

No ☐

RESS REFERENDUM 2013

PRESENTED BY

Rose Ghamari RESS President

Dante Zegarac RESS VP External

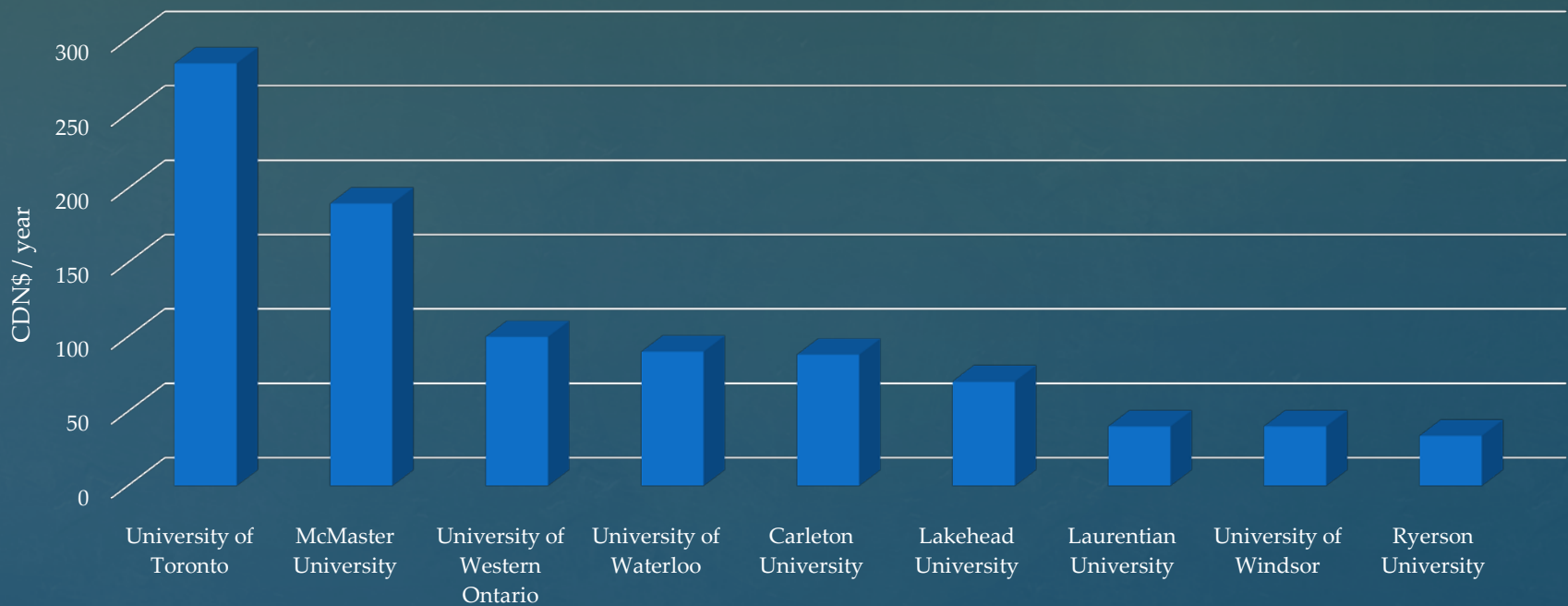


REFERENDUM QUESTION

Do you agree to an annual levy of \$65 (which represents an increase of \$15.65 per semester) for the Ryerson Engineering Student Society for all students enrolled in a full-time engineering program starting September 2014 and increased for inflation annually by the CPI of Toronto?

RESS LEVY COMPARISON

Ontario Engineering Societies



Ontario Engineering Student Societies – Levy information obtained from the Engineering Student Societies' Council of Ontario

RESS's Services

Ryerson's Faculty of Engineering and Architectural Science is the 3rd largest Engineering faculty in the province.

RESS must grow to adhere to the needs of all of its students.



LEVY ALLOCATION

1

- STUDENT GROUP FUNDING

2

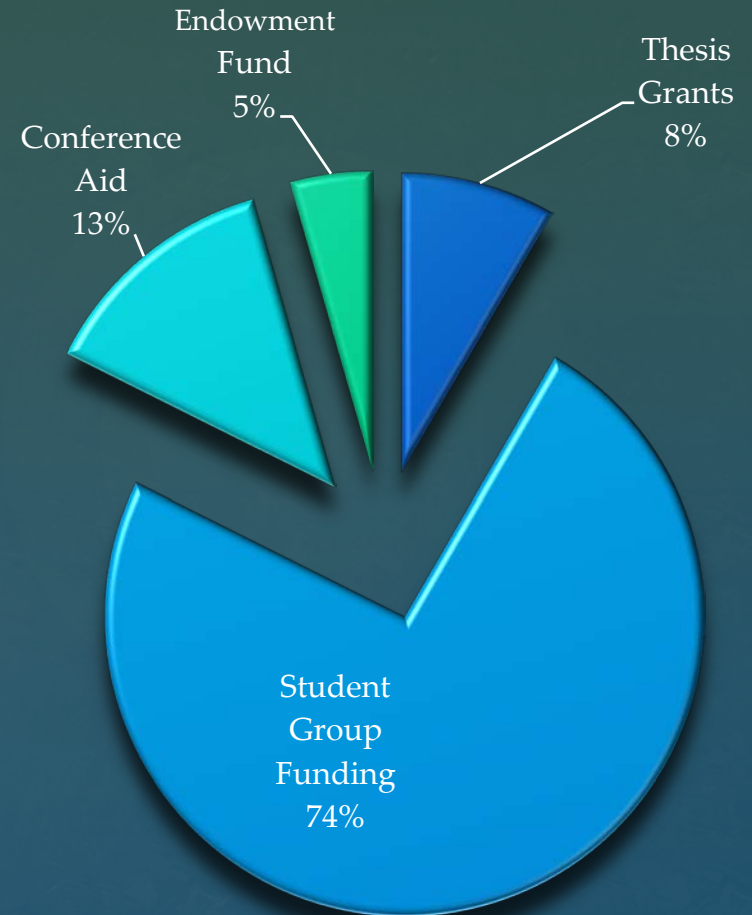
- CONFERENCES/COMPETITIONS

3

- THESIS GRANTS

4

- ENDOWMENT FUND



DRAFT RESOLUTION

Re: Ryerson Engineering Student Society (RESS) Fee Increase Referendum

BE IT AND IT IS HEREBY RESOLVED:

THAT the Ryerson Election Procedures Committee be authorized to hold a student referendum, at a time to be determined, amongst all full-time undergraduate engineering program students to seek approval for an one-time increase of \$15.65 per Fall and Winter semester (for a total fee of \$65 per year), starting in September 2014, to be paid by all students enrolled in a full-time undergraduate engineering program, to fund the activities of the Ryerson Engineering Student Society.

THAT the increased compulsory fee be adjusted to provide for any increase according to the Toronto Consumer Price Index (CPI); and

THAT the specific wording of the referendum question be subject to approval by the Provost and Vice President Academic.



BOARD OF GOVERNORS
Monday, June 24, 2013
Jorgenson Hall – JOR 1410
380 Victoria Street
4:00 p.m. to 6:30 p.m.

Minutes of a meeting of the Board of Governors of Ryerson University held on Monday, June 24, 2013 at 4:00 p.m. in Jorgenson Hall, JOR-1410.

ATTENDANCE:

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

Regrets: M. Maheux, P. Ataei

Board Secretariat:

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

Others Attending

M. Lachemi, Provost and Vice President Academic
J. Hanigsberg, Vice President Administration & Finance
A. Kahan, Vice President University Advancement
E. McGinn, Assistant Vice President, Communications, Government and Community Engagement
P. Stenton, Deputy Provost and Vice Provost University Planning
M. Ng, Executive Director, Office of the President
D. O'Neil Green, Assistant Vice President/Vice Provost Equity, Diversity and Inclusion
C. Evans, Vice Provost Academic
H. Lane Vetere, Vice Provost, Students
J. Winton, Chief Financial Officer and Assistant Vice President Financial Services
A. Levin, Interim Assistant Vice President, Human Resources
J. Isbister, Vice Provost, Faculty Affairs
E. Strobach, Executive Lead Capital Projects and Real Estate
J. Neiman, Manager, Pension & Benefits, Human Resources
P. Vankessel, Senior Project Manager, Capital Projects & Real Estate
J. Lewis, Director, Environmental Health and Safety and Security
G. Mallon, Legal Counsel
J. MacTavish, Dean, Yeates School of Graduate Studies
V. Fox, Executive Director, Digital Media Zone
R. Frankl, Interim Executive Director, Development

T. Forkes, Executive Director, Alumni Relations
C. Yim, Enactus Member
A. Ruhul, Enactus, Member
A. Abera, Enactus, Member
H. Norris, Enactus, Member
L. Canellari, Enactus, Member
S. Nieto, Enactus, Member
H. Sandhu, Enactus, Member
M. Wong, Enactus Member
D. Schlanger, Professor, Business Management, Ted Rogers School of Management

1. IN-CAMERA DISCUSSION (Board Members Only)

2. IN-CAMERA DISCUSSION (Senior Management Invited)

END OF IN-CAMERA SESSION

3. INTRODUCTION

3.1 Chair's Remarks

The Chair welcomed members to the last Board meeting of the year and spoke of a tour of the Student Learning Centre facade and the Board Dinner following the meeting

The Chair mentioned that an autographed copy of the "Edward Burtynsky Oil" book would be presented to all Board members as a gift from Vice President University Advancement, Adam Kahan.

The Chair then spoke of the retirement of Dean Ken Jones and the departure of Dean Gervan Fearon. Ms. Yaffe wished them well thanked them for their dedication to the University.

Ms. Yaffe was delighted to report that Janice Fukakusa had received an Alumni Recognition Award for outstanding public contribution from the Schulich School of Business on Thursday, May 9, 2013; and the Ryerson University Magazine and Lexpert Magazine had both done profiles on Mitch Frazer.

Ms. Yaffe congratulated all who made the annual Convocation and Honorary Doctorate Ceremonies such a success and particular congratulations to Gerald Mak who graduated in June.

Gerald Mak spoke of the "Blindness" exhibit which focuses on how people with low vision make their purchases and are marketed to. All Board members were invited to the reception on July 26.

3.2 Approval of the June 24, 2013 Agenda

The Agenda was approved as presented.

4. PRESIDENT'S REPORT

The President spoke of the great success of the convocations and welcomed student members of

Enactus, an organization that helps student teams to design and implement community empowerment projects. Members of Enactus were introduced to the Board by faculty member David Schlanger.

The President congratulated the Board Chair upon receiving an Honorary Doctor of Laws from her alma mater, the University of Manitoba.

The President mentioned Marzio Pozzuoli, Entrepreneur-in-Residence at the Faculty of Engineering and Architectural Science, who was recently named Entrepreneur of the Year by Canada's Venture Capital and Private Equity Association.

The President was delighted to mention that The Canadian Architectural Certification Board (CACB-CCCA) has granted a six-year accreditation term to the Ryerson Master of Architecture program lasting until June 30th, 2019.

The President also reported that the DMZ had been recognized as one of the top incubators in the world.

The President concluded his remarks by mentioning that the Bombay Stock Exchange was making space available to open up a DMZ which would be associated with the Mumbai Institute of Technology and the Chang School.

The Chair congratulated the Enactus students for their heartfelt and compelling presentation.

5. SECRETARY'S REPORT

5.1 Election of Vice Chair and Update on Election of Chair

The Secretary of the Board declared nominations closed and confirmed that Janice Fukakusa had agreed to stand as Vice Chair of the Board, effective immediately.

The Secretary reminded Board members that Board Assessments were available for completion.

6. REPORT FROM THE PROVOST AND VICE PRESIDENT ACADEMIC

The Provost spoke of his background and his strong belief in higher education. He spoke of the quality of Ryerson's programs, and the opportunity they give to students to provide value to society. Dr. Lachemi said that one of his first goals is to guide the strategic direction of the academic plan. He briefly outlined a critical path of engagement with faculty and students during the upcoming fall term. He will then work with the Board Chair and President to communicate the progress of the new plan to the Board of Governors. The Plan will be presented to Senate in the spring of 2014.

7. DISCUSSION ITEMS

7.1 Report from the Chair of the Audit Committee

(a) Audited Financial Statements -Year Ended April 30, 2013

THAT the Audited Financial Statements for the fiscal year ended April 30, 2013 be approved as presented.

7.2 Report from the Chair of the Employee Relations and Pension Committee

The Committee Chair reported that the Committee met on June 19, 2013 and appointed KPMG as External Auditors for the Ryerson Retirement Pension Plan for the calendar year 2013 in accordance with University practice and our Pension Governance Process.

(a) RRPP Audited Financial Statements

The Chair reported that KPMG presented the financial statements of the Ryerson Retirement Pension Plan audit as well as their Audit Findings Report. As in previous years, it was a clean, straightforward audit with no issues or concerns raised by KPMG. The statements must be filed with the regulatory authorities by June 30, 2013.

It was moved, seconded and carried:

BE IT AND IT IS HEREBY RESOLVED:

THAT the Audited Financial Statements of the Ryerson Retirement Pension Plan as at January 1, 2013 be accepted and approved to file with regulatory authorities.

(b) OMERS Investment Performance

The President gave a brief over view of OMERS investment performance for 2012. While the returns exceeded the benchmark on an absolute basis, they fell behind most of the funds in the comparator group. Recognizing that they need to improve the returns in their capital market portfolio, (public market investments) OMERS has recently adopted a new investment strategy. OMERS provided a detailed explanation to the committee on how they are developing this risk parity profile. This new strategy should provide a better return on risk, be better balanced to economic environments and create additional diversification.

Mitch Frazer asked if a senior member of the OMERS be invited to a Board meeting to give a general presentation to the Board related to the new strategy. The President said that could be done in an upcoming meeting.

(c) Preliminary Valuation of the Ryerson Retirement Pension Plan for January 1, 2013

The preliminary results of the going concern valuation indicate that the funded ratio of the plan is 102% and while the details of the solvency valuation aren't yet available, it is expected that there will not be a solvency deficit. If both the going concern and solvency results are positive when the final report is presented in September, we anticipate the recommendation will be to file the report with the regulatory authorities.

Bob Richard asked for an update on whether the government was still considering pooling defined benefit plans of smaller institutions. The President said that discussions are continuing on this topic.

8. CONSENT AGENDA

8.1 Approval of the April 29, 2013 Minutes

The minutes were approved as presented.

8.2 Environmental Health and Safety Report

8.3 Report from the Chair of the Finance Committee

(a) Revenue and Expenditure for new undergraduate program: Sport Media (B.A.)

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 undergraduate program — Bachelor of Arts in Sport Media - is deemed financially viable, and is approved to be offered September 2014 in the discretion of the Provost and Vice President Academic.

9. **TERMINATION**

RYERSON ACHIEVEMENT REPORT

A sampling of appearances in the media by members of the Ryerson community for the September 2013 meeting of the Ryerson University Board of Governors.

A number of media outlets reported on Ryerson's new partnership with the Bombay Stock Exchange Institute (BSEI) to create a BSEI-Ryerson Digital Media Zone in India, a news story pitched by Public Affairs. The news was covered by the Globe and Mail, quoting **President Sheldon Levy** <http://bit.ly/19sqwbT>; the Business Standard, quoting **President Levy** and **Matt Saunders**, President Ryerson Futures Inc. <http://bit.ly/13tQaol>; CBC Radio's Metro Morning, the Hindu Business Line, the Times of India <http://bit.ly/14uhcw9>, itbusiness.ca <http://bit.ly/13uYqnX> Yourstory.in, SmartInvestor.in, India Infoline, Strategize magazine, Business.com, Global Newsweek <http://bit.ly/14Cmkyc>, Global Advisor, eMoney, Zee News India, Hindustan Time, All Voices, Hindustan Times, quoting **President Levy** and mentioning The Next Big Idea Contest, The Economic Times, quoting **President Levy** <http://bit.ly/15CIVRD>, Silicon India <http://bit.ly/1b86fGB>, Tech Vibes, and Mediacaster <http://bit.ly/1427ULP>.

The Toronto Star profiled Ryerson's first Masaai alumna, **Teriano Lesancha** of Kenya, and her charitable foundation. The front-page article quoted **President Levy** and **Nancy Walton**, Nursing <http://bit.ly/13jwfZj>.

Daily Commercial News reported on the provincial government's support of the Centre for Urban Energy's smart grid laboratory, quoting **President Levy** <http://bit.ly/1alsITZ>. Similar items appeared in The Toronto Star <http://bit.ly/13s5RMq>, Electrical Business, Electrical Energy Online, Metering, Plugin Europe, Construction Canada, Fierce Smart Grid, Academica.ca, and the Electricity Forum. Government of Ontario coverage: <http://bit.ly/13SOceo>.

Washington City Paper reported on **Paul Roth**'s appointment as director of the Ryerson Image Centre <http://bit.ly/16CzW1E>. Similar items appeared in the Toronto Star <http://bit.ly/13HoK3d>, Canadian Art <http://bit.ly/17znj4p>, Artdaily.org <http://bit.ly/147JM6x> and Photo Life, quoting **Provost Mohamed Lachemi**, <http://bit.ly/18oPZ2i>.

The New York Times reported on the Black Star Collection <http://nyti.ms/13K1svM>.

Canadian Press coverage of Prime Minister Stephen Harper's upcoming book on hockey featured a photo of **President Levy** with the Prime Minister at the Mattamy Athletic Centre <http://huff.to/1a9gZo5>.

University Affairs profiled **Steven Murphy**, the new dean of the Ted Rogers School of Management <http://bit.ly/kFGpl>, an item pitched by Public Affairs. He was also profiled in the Globe and Mail <http://bit.ly/175ckif>.

The Toronto Star profiled the University in an article titled "Ryerson University making its mark in downtown" <http://bit.ly/12KT73c>. The item also appeared in All Voices.

Robert Burley, Image Arts, was quoted in an Associated Press article regarding a plan for Kodak to exit bankruptcy. The item appeared in Time <http://ti.me/12nbyQ1>, ABC, the China Post, Japan News, NDTV India, the Christian Science Monitor, NPR, MSN News, the Times of India, Khaleej Times, Huffington Post, the Korea Herald and Silicon Valley.

A Canada Newswire item on cancer profiled research by **Michael Kolios** regarding early detection of cancer cells through sound <http://bit.ly/14iLBIO>. Prof. Kolios appeared on CTV's Canada AM <http://bit.ly/14W5mvmk> and CTV News <http://bit.ly/14W5mvmk>. Similar items appeared in CBC News <http://bit.ly/14jR6AU>, Scientific American, Phys.org, Science News Line, the Brampton Guardian, MSN News, Medical News Today, Scientific Computing, Laboratory Equipment, iStock Analyst, OSIX News, Canadians for Health Research, Digital Journal <http://bit.ly/14iLBIO>, Posta.com (Turkey) <http://bit.ly/175YrV2>, Olay.com (Turkey), Nature.com, LabMedica.com, and more.

Global's The Morning Show and Global News reported on the aboriginal youth art exhibit at Ryerson, an item pitched by Public Affairs <http://bit.ly/1490N7b>. COU also reported on the initiative <http://bit.ly/137k72b>.

Downtown Yonge reported on the Mattamy Athletic Centre's first anniversary, an item pitched by Public Affairs <http://bit.ly/11FMiT4>. Similar items appeared in Inside Toronto and the Morning Star.

Building.ca reported that the firm Perkins+Will had been named to design Ryerson's newest building, the Church Street Development, an item pitched by Public Affairs <http://bit.ly/14mn9lx>. The item was also picked by ReNew Canada.

The National Post reported that **Chancellor Lawrence Bloomberg** was inducted into the Investment Industry Hall of Fame <http://bit.ly/131wlso>. Similar items appeared in Investment Executive, Memphis Sun, Phoenix Herald and the Winnipeg Free Press. A National Post article about the West Park Healthcare Centre Foundation mentioned Chancellor Bloomberg as a trustee <http://bit.ly/16EC7BR>.

A study by **Colleen Carney**, Psychology, on the topic of sleeping apart as a key to a successful relationship received international coverage, including the Globe and Mail <http://bit.ly/163NulF>, CBC News, CTV's Canada AM <http://bit.ly/1eqw7gD>, MSN News <http://on-msn.com/1es1307>, Cosmopolitan <http://bit.ly/19dplKX>, Consumer Affairs <http://bit.ly/19nizph>, Flair <http://bit.ly/19Yy3PP>, Modern Ghana <http://bit.ly/16FFQNu>, Huffington Post <http://huff.to/1bedqNv>, Your Tango <http://bit.ly/19rdwnW>, Liputan.com (Indonesia), Inilah.com (Indonesia), Daily Mail (UK) <http://dailym.ai/17ab0wu>, Estrella Digital (Spain) <http://bit.ly/15TJ152>, My Fox Philly <http://bit.ly/13LrGf2> and Acasa.ro (Romania) <http://bit.ly/17c1SHz>. She was also quoted in an Atjeh Post article about insomnia, as a faculty expert pitched by Public Affairs <http://bit.ly/12GXRIy>. The Canadian Press reported on a book titled Goodnight Mind, co-authored by Prof. Carney, an item that was picked up by the Calgary Herald, Edmonton Journal, Brandon Sun, Times Colonist, Vancouver Sun and Huffington Post.

The Toronto Star reported on a Frosh Week initiative to set a new Guinness World Record for the largest group to perform Soul Train dancing <http://bit.ly/1fISnJc>. Other coverage of the story pitched by Public Affairs included CityTV, CTV News, Global's Morning News, and CP24.

The Canadian Press reported on a study prepared for Public Safety Canada by Ryerson's Privacy and Cyber Crime Institute on the topic of guarding cyberspace. The item appeared in Metro News, CTV News, Global News, MSN News, News Talk 650, 680 News and more.

Global's The Morning Show reported on Fashion students' new designs for TTC employee uniforms.

Tim Sly, Occupational Health and Safety, spoke to CBC News about a food-borne illness outbreak at the CNE, as a faculty expert identified by Public Affairs <http://bit.ly/1av15H7>. He also appeared on CBC's Metro Morning, audio: <http://bit.ly/1d8tip>. Similar items also appeared in Yahoo! News <http://yhoo.it/19zWxfz> and MSN News <http://on-msn.com/152A7yH>.

Chris Macdonald, TRSM, is a regular contributor to Canadian Business, addressing topics such as the Bangladesh Safety Initiative <http://bit.ly/15CCsSY>, the upcoming Sochi Olympic Games and gay rights <http://bit.ly/1evQSYr>, and the telecommunications battle <http://bit.ly/19NgQJ9>. He was quoted in the Digital Journal <http://bit.ly/14BPihO>, Toronto Star <http://bit.ly/13tqE2E> and Hamilton Spectator <http://bit.ly/17QXdff>, and appeared on CJAD Radio, discussing synthetic, edible meat developed by Dutch scientists. He also contributed a piece on the topic to Canadian Business. He was named by the Guardian as one of the 30 most influential voices on sustainability in America <http://bit.ly/16b5JED>.

Canadian Architect reported on the Young Architects of Spain exhibition at the new Paul H. Cocker Gallery, in the Department of Architectural Science. The publication also reported on the Arthur S. Goss exhibit at the Ryerson Image Centre. Artoronto.ca reported on the Gabor Szilasi exhibit at the Ryerson Image Centre <http://bit.ly/1d7kGhG>.

NOW featured Ryerson's Ram in the Rye in an article on student bars <http://bit.ly/1f4nhWh>

Inside Toronto featured the Rams men's basketball team and the Mattamy Athletic Centre <http://bit.ly/1d7jcnY>. The Wisconsin State Journal also reported on Rams men's basketball <http://bit.ly/14gSrbH>. Statesman.com, Middletown Journal <http://bit.ly/14iMue8> and WPXI.com <http://bit.ly/1838A1R> reported on Ryerson men's soccer. The Dickinson Press reported on Rams women's basketball <http://bit.ly/14xCgD0>. Similar items appeared in the Bismarck Tribune and Grand Forks Herald.

Canadian HR Reporter profiled Ryerson research on immigrant workers <http://bit.ly/136Huul>. Similar items appeared in Bloomberg Business Week, the Wall Street Journal <http://on.wsj.com/14XeEuE>, Canadian Manufacturing, Automation magazine, Phys.org, Big News Network, All Voices, and Yonge Street Media. **Winnie Ng**, chair in Social Justice and Democracy, spoke to the Globe and Mail about the study. **Grace-Edward Galabuzi**, Politics, appeared on CBC Radio's Here and Now discussing immigrants and employment-seeking.

The Calgary Herald reported that Deepa Mehta received an honorary degree from Ryerson during the June Convocation ceremonies <http://bit.ly/15fHpPU>.

A Canadian Press article on university students and mental health quoted Dr. Su-Ting Teo, director of student health and wellness at Ryerson. The item was picked up by the Globe and Mail <http://bit.ly/17iYwau>, CTV News, Global News, the Hamilton Spectator, City News Toronto, NEWS 1130, MSN News, Metro News and Yahoo! News.

Bayshore Broadcasting reported on First Nations Scholarships awarded to Social Work students **Rachel Mason** and **Tricia Stevens** <http://bit.ly/13Pd9vs>

Huffington Post quoted **Gabor Forgacs**, Hospitality and Tourism Management, in an article about boutique hotels in Canada <http://huff.to/17Glov0>.

Adnews quotes **Marie Bountrogianni**, interim dean of the Chang School, in an article about the Chang School's Soar advertising campaign <http://bit.ly/1bPihoz>. She was also quoted in 24 Hours on the topic of upgrading skills through continuing education, and spoke to NOW about continuing education being critical to economic growth <http://bit.ly/148HxQx>.

Lori Beckstead, RTA School of Media, spoke to the Canadian Jewish News about distinctive radio ads <http://bit.ly/18HmAAu>.

The Toronto Star quoted **Sean Wise**, TRSM, on a new certificate program at the Chang School <http://bit.ly/1a6JpRW>

Sorpong Peou, Politics, spoke to Canadian Press about Sheila Copps' role in an election in Cambodia <http://bit.ly/14Hhb8s>. The item was also carried by Metro News, Global News, Radio-Canada.ca, CityNews Toronto, Hamilton Spectator, the Huffington Post and the Globe and Mail.

Harald Bauder, Geography, was quoted in a Toronto Star article about the distinction between illegal and illegalized immigrants <http://bit.ly/14JiH9X>.

Greg Elmer, RTA, was quoted in a Toronto Star article about the Blue Jays' use of Twitter <http://bit.ly/14Hepjo>. He was also quoted in a Winnipeg Free Press article about politicians in the age of social media <http://bit.ly/14AlrWa>

Post-doctoral fellow **Greg Taylor** spoke to the Toronto Star about the battle for Canada's airwaves <http://bit.ly/14tOA7r>. The item was also picked up by Mississauga News and the Brampton Guardian.

MSN News reported on a delegation of Canadian universities to India led by **Michelle Beaton** <http://on-msn.com/13LTuMY>. Similar items appeared in India Vision, the Deccan Herald, Business Standard, Headlines India, Bombay News Net, Sify News, Taaza.com, the Siasat Daily, DNA, Press Trust of India, and Yonge Street.

CBC Radio's Metro Morning spoke with alumnus **Andrew McAllister** about the National Student Food Summit.

Christina Halliday, director, student learning, appeared on CTV's Canada AM discussing academic success. Video: <http://bit.ly/1cZoOjE>. The appearance was pitched by Public Affairs.

Digital Media Zone entrepreneur **Robleh Jama** spoke to CTV News about geotagging of photos.

A Canada AM segment on dorm decor featured a Ryerson dorm makeover by designer Karl Lohnes. Video: <http://bit.ly/Le8hHT>.

Velma Rogers Research Chair **Tony Burman** spoke to the Los Angeles Times about Al Jazeera America <http://lat.ms/19mBvB5>. The item was also picked up by Idaho Statesman, Sun Herald, Gulf News and the State (South Carolina).

Mitchell Kosny, Urban Planning, spoke to the Toronto Star about a crime tipster incentive.

Marni Binder, Early Childhood Studies, appeared on CBC Radio's Here and Now discussing back-to-school readiness. The segment was also broadcast in Winnipeg and Saskatchewan.

Canadian Press coverage of the Toronto International Film Festival reported on 10 screenings at Ryerson.

Professor Emeritus **John Miller** spoke to CBC Radio's Metro Morning about the Toronto Star's pay wall.

CTV News Toronto interviewed **Alan Kaplan**, TRSM, on student debt.

Kamal Al-Solaylee, Journalism, spoke to CBC Radio's Here and Now, Metro Morning, Sun News and CP24 about protests in Egypt, as a faculty expert identified by Public Affairs. The Toronto Star reported that Prof. Al-Solaylee's memoir was among the books shortlisted for the Toronto Book Awards <http://bit.ly/16eGqTx>.

Academica.ca reported on a partnership between Ryerson and York to establish an online platform for transfer credits <http://www.academica.ca/top10/today>.

The Toronto Star mentioned a Ryerson School of Journalism-Toronto Star investigation in an article about Toronto institutions' food records <http://bit.ly/15DcjYn>

Henry A. Giroux, distinguished visiting professor, contributed a piece titled "America's descent into madness" to Counterpunch <http://bit.ly/13vd7sG>. It also appeared in New Age and AlterNet.org.

The Canadian Press profiled Aerospace Engineering PhD student **Afshin Rahimi**, in an article on living away from home for the first time. The item was picked up by the Windsor Star and Huffington Post.

Gavin Adamson, Journalism, spoke to CityNews Toronto about social media coverage of Mayor Rob Ford. Video: <http://bit.ly/1clFJXG>.

Greg Elmer, RTA School of Media, was quoted in a Canadian Press item on social media coverage of Mayor Rob Ford. The item was picked up by the Globe and Mail <http://bit.ly/19pXoD6>, Metro News <http://bit.ly/15wfhaR>, Global, Huffington Post, MSN News, Sing Tao, the Toronto Star <http://bit.ly/15rRIzS>, Radio-Canada.ca <http://bit.ly/166uaa6>, CityNews Toronto <http://bit.ly/14IG21k> and Global News <http://bit.ly/1bn9s5f>.

24 Hours profiled the Chang School's LIFE Institute. The item also appeared in the Sunday Sun.

CTV profiled Fashion alumna **Diana Di Poce** and her digital fashion magazine for curvy women, Dare.

Daily Commercial News reported that Diamond Schmitt received the Award for Excellence in Architecture for the Ryerson Image Centre <http://bit.ly/1exbYFN>.

Canadian Art featured the Arthur S. Goss exhibition at the Ryerson Image Centre <http://bit.ly/15iUPdx>

Academica reported on the launch of a new community radio station at Ryerson.

The Wall Street Journal reported on the DMZ-based startup 500px <http://on.wsj.com/1cvHDut>. Similar items appeared in Tech Crunch <http://tcrn.ch/1cbXrn6> and Digital Trends reported on the Bing homepage using 500px images <http://bit.ly/1baFvFq>.

NOW reported on the certificate in computer security and digital forensics <http://bit.ly/178jDYu>.

CTV's Canada AM interviewed **Ramona Pringle**, RTA School of Media, about the release of a new iPhone. Video: <http://bit.ly/16mdyaA/>. She also spoke to Canada AM about videos becoming viral <http://bit.ly/1erXp6d>.

World Interior Design Network reported on the Ryerson Image Centre and the Black Star Collection <http://bit.ly/16qzVM5>

David E. Smith was quoted in a National Post article about Senate reform <http://bit.ly/14ODVmD>. The article also appeared in the Star Phoenix, Edmonton Journal and Leader-Post.

Alasdair Goodwill, Psychology, was quoted in a CBC.ca segment regarding testimony by Ariel Castro <http://bit.ly/1bWd9CK>. A similar item appeared in MSN News and the Huffington Post.

Smithsonian.com quoted **Martin Antony**, Psychology, on the history and psychology of clowns being scary <http://bit.ly/13yNp68>

The National Post quoted **Donna Smith**, Retail Management, in an article on wooing the digital generation <http://bit.ly/14V8Mhy>. The item was also picked up by the Vancouver Sun.

Inside Toronto quoted **Pamela Palmater**, Politics, in an article about a Clay and Paper Theatre show inspired by the First Nations movement <http://bit.ly/16aRXSs>

The Toronto Star profiled alumnus **Chris Hau**, a wake-surfing singer with a viral video <http://bit.ly/16oSTER>

Bryan Evans, Politics, spoke to CBC News and CTV News Express about the Ontario by-elections.

Cricket World reported that the All Canada team includes Ryerson students **Hassan Mirza** and **Harsh Desai** <http://bit.ly/1cpjm7V>.

Global News interviewed **Joanne McNeish**, TRSM, about new tactics in real estate, video: <http://bit.ly/11wHLE8>. She also appeared on Global discussing pay-it-forward instances at Tim Hortons.

Eric Kam, Economics, spoke to 680 News on Canada's expanding economy.

Frances Gunn, Retail Management, appeared on CTV's Canada AM discussing back-to-school shopping.

BNN: Money Talk profiled work by Ryerson alumni **Yabu and Pushelberg**.

The Toronto Star reported on the DMZ-based startup Thumble and its photo-sharing app, quoting **Brynn Winegard** and **Gabor Forgacs** <http://bit.ly/14AqRRN>

Paul Moore, Sociology, spoke to the Toronto Star about popular television series living on in comic-book format <http://bit.ly/1e6oGuS>

Steve Tissenbaum, TRSM, spoke to the National Post about bricks-and-mortar shops competing in an ecommerce world <http://bit.ly/19t3OjP>. He also appeared on CTV News and CBC Radio's Here and Now in reaction to the HBC's proposed takeover of Saks Inc. **Elizabeth Evans**, TRSM, appeared on CBC News discussing the proposed takeover.

Daily Commercial News reported on the construction of the Ryerson Student Learning Centre <http://bit.ly/13h5h4p>

A Huffington Post article about the lack of women leaders in high-tech industries mentioned research by **Margaret Yap**, TRSM. <http://huff.to/13i6Wrh>

Mary Sharpe, Midwifery, spoke to CTV News: Express about the birth of the royal baby.

Mitu Sengupta, Politics, contributed a piece to the Daily Pioneer (India) on the topic of a need for global action on the flow of black money <http://bit.ly/14sDBd5>.

The Globe and Mail quoted **April Lindgren**, Journalism, in an article about the Punjabi Post joining the GTA's mainstream media <http://bit.ly/1bB2Ljq>.

Academica.ca reported on launch of a new English-language program at Ryerson, an item pitched by Public Affairs <http://bit.ly/1bkWicp>.

A piece by **Murtaza Haider**, TRSM, on the roots of global terrorism that appeared on Dawn.com <http://bit.ly/158BpLN>, was also picked up by American Center for Democracy <http://bit.ly/13fmVGO> and The Cutting Edge News <http://bit.ly/11fv0c0>. He also contributed a piece to the Toronto Star on the topic of transit networks in Toronto <http://bit.ly/161FFOa>

Nancy Walton, Nursing, was quoted in a Nature article about indigenous children who were used to study malnutrition <http://bit.ly/11c6v4r>. The item was also picked up by Huff Post Science <http://huff.to/15hKJNf>, Descopera Romania and Timpul Moldova.

University Affairs reported on the WhoPlusYou system at Ryerson in an article about the evolution of university career centres <http://bit.ly/1bjRcgw>.

Avner Levin, TRSM, contributed a piece to IFEX on the topic of Canada the U.S. sharing information warrant-free <http://bit.ly/13B1nrn>

The Guelph Tribune reported on the DMZ <http://bit.ly/12ioKaZ>. TechVibes reported on the DMZ-based startups Tiny Hearts <http://bit.ly/16tQg2k>, Thumble <http://bit.ly/19JFknB> and Scouter <http://bit.ly/1bimaCb>.

FLARE magazine profiled Ryerson alumna **Paria Shirvani** among the finalists for the Toronto Fashion Incubator New Labels competition <http://bit.ly/1bgI4KJ>.

Kathryn Woodcock, Occupational Health and Safety, was quoted in the Globe and Mail about concerns with roller coasters following a death at Six Flags in the U.S. <http://bit.ly/18y9nbp>

Andrew Furman, Interior Design, spoke to the Globe and Mail about visiting Honest Ed's as a rite of passage for many new Canadians living in Toronto <http://bit.ly/13290ng>.

The Globe and Mail quoted graduate student **Elana Jackson** in an article about native communities embracing summer literacy camps <http://bit.ly/12UfVxX>

Mitchell Kosny appeared on SUN TV discussing the City of Detroit filing for bankruptcy. **Ron Vogel** spoke on the topic on BNN's Business Day: <http://owl.li/n6JDr>.

Prof. Kosny also spoke to the Toronto Star about the impact on taxpayers of the Toronto floods <http://bit.ly/13FnzfG>. The item also appeared in Metro News.

Ryerson researcher **Gregory Taylor** was quoted in a Financial Post article about the wireless spectrum auction <http://bit.ly/15Pt7XH>.

The Globe and Mail reported on Ryerson students' involvement in a new cultural building project in Port Union, Nfld. <http://bit.ly/12XYq0s>.

Lisa Taylor, Journalism, appeared on CTV discussing Nelson Mandela's legacy.

James Nadler, RTA School of Media, spoke to Global News about the Emmy nominations, as a faculty expert identified by Public Affairs <http://owl.li/n6JDr>.

Lynn Cunningham, Journalism, appeared on CTV's Canada AM discussing the controversy surrounding a Rolling Stone magazine cover showcasing one of the Boston Marathon bombers. Video: <http://bit.ly/17IQzNR>. She also spoke to Marketing Magazine about magalogues versus catalogues <http://bit.ly/11rBJoh>.

Prepared by Communications, Government and Community Engagement

RYERSON UNIVERSITY

June 28, 2013

TO: Olga Payne
Secretary
Ryerson Election Procedures Committee

FROM: Catherine Redmond
Returning Officer

RE: **Board of Governors' Alumni Election Report 2013**

In accordance with the requirements of the Ryerson Election Procedures Committee of the Board of Governors, please find attached the following appendices:

Appendix A	Tabulation of Votes
Appendix B	Declaration of Returning Officer
Appendix C	Voting Percentages

cc: Julia Shin Doi
General Counsel and Secretary of the Board of Governors

Melissa Palermo
President, RSU

Shinae Kim
President, CESAR

Anver Saloojee
President, RFA

Julia Hanigsberg
Vice President, Administration and Finance

BOARD OF GOVERNORS' ALUMNI ELECTION
Tabulation Date – Friday, June 28, 2013

I hereby certify that the electronic vote tabulation is adequate for the requirements, and the result of the vote is shown hereunder.

NAME OF CANDIDATE (9)	Vote Count
Hala BISSADA	47
Vishal DARJI	21
Glyn Grainger EVANS	27
Gazi FAROK	30
Suma S. GEORGE	103
Rohit MALIK	3
Sally Isaac SAHAGIAN	58
Frank SALVATI	170
Darius Devon SOOKRAM	194
Total	653

ALUMNI CANDIDATES IN ORDER OF STANDING

NAME OF CANDIDATE (9)	Vote Count
Darius Devon SOOKRAM	194
Frank SALVATI	170
Suma S. GEORGE	103
Sally Isaac SAHAGIAN	58
Hala BISSADA	47
Gazi FAROK	30
Glyn Grainger EVANS	27
Vishal DARJI	21
Rohit MALIK	3
Total	653



RYERSON UNIVERSITY
BOARD OF GOVERNORS' ALUMNI ELECTION RESULTS
Tabulation Date – Friday, June 28, 2013

DECLARATION

I hereby declare the following candidate is elected:

BOARD OF GOVERNORS – (Alumni) (1)

VOTE COUNT

Name of Successful Candidate

Darius Devon Sookram	194
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RYERSON UNIVERSITY
BOARD OF GOVERNORS' ALUMNI ELECTION RESULTS
Tabulation Date – Friday, June 28, 2013

VOTING PERCENTAGES

TOTAL ELIGIBLE TO VOTE:	155,473
TOTAL VOTES:	653
TOTAL DECLINED TO VOTE:	6
TOTAL BALLOTS	659
PERCENTAGE OF ELIGIBLE VOTERS WHO VOTED:	0.42%

BOARD OF GOVERNORS MEETING

September 30, 2013

AGENDA ITEM: Report from the Provost: Periodic Program Review Report

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED:

For information only.

SUMMARY:

This report to the Board of Governors summarizes the Periodic Program Review of the following two undergraduate degree programs that were received by and approved by the Senate in 2012 - 2013: Child and Youth Care Program and Film, New Media and Photography Program. These Periodic Program Reviews were undertaken in accordance with Section VII of Senate Policy No. 126, Period Program Review of Undergraduate Programs, and approved by the Senate's Academic Standards Committee.

COMMUNICATIONS STRATEGY:

None required.

PREPARED BY:

Name Chris Evans

Date September 20, 2013

APPROVED BY:

Name Mohamed Lachemi

Date September 20, 2013

Report to the Board of Governors September 2013

2012/2013 Periodic Program Review of Undergraduate Programs

This report to the Board of Governors summarizes the Periodic Program Review of the following two undergraduate degree programs that were received and approved by the Senate in 2012/2013: Child and Youth Care and Image Arts. These reviews were undertaken in accordance with Section VII of Senate Policy No. 126 and approved by the Senate's Academic Standards Committee.

Each department or school is required to respond to the recommendations of a Periodic Program Review, and to submit a report on its progress in one year's time.

Child and Youth Care

Program description

The Child and Youth Care (CYC) program—offering a Bachelor of Arts (Child and Youth Care)—is unique in Ontario, and recognized by the Ontario Association of Child and Youth Counsellors. The 40-course program includes 26 core required courses, 2 professional electives, and 6 professionally related electives; emphasis is placed on field experience, theory and practice, social justice, and children's rights. This program is offered in full- and part-time formats; the School also offers a Child and Youth Services minor and (with the Chang School) a Certificate in Residential Care for Children and Youth. The total enrollment of students in 2009/2010 was 345 full time and 211 part time; enrolments have grown and applications are more than sufficient to meet targets. The School currently has 8 faculty, 3 staff, and 12 research assistants/TAs.

Analysis of Strengths and Weaknesses

The CYC program is taught by faculty who are current and knowledgeable; even part-time faculty are immersed in the field, and bring real-life content to the classroom. There is a strong sense of collegiality. Students enjoy the program's flexibility, multi-modal course delivery, and field placements; they see it as academically challenging and (for most) a boost to their professional development. Moreover, the School maintains key partnerships across Ryerson and in other institutions (especially child and youth worker programs in Ontario colleges). While the curriculum needs some revision, the course offerings in general provide breadth and variety; new course development is already underway.

An increase in staffing and space would make a positive difference to students, instructors, and administrators. Academically, students would benefit from more focused instruction in writing skills.

Academic Standards Committee Recommendations

- Plan and implement changes to the curriculum to address concerns identified by the peer review team (PRT).
- Continue to develop and implement strategies to improve the retention rate and academic performance of students.
- Develop initiatives to address the issues that were raised in the self-study and by the PRT about writing skills and particularly report writing.
- Expand the research agenda of the school including research opportunities for faculty and students.
- Continue to work with the Provost's Office and the Yeates School of Graduate Studies to consider development of a Master's degree program in Child and Youth Care.

Image Arts

Program description

The School of Image Arts (IMA) offers Bachelor of Fine Arts degrees in three areas: Film, New Media and Photography. (The New Media program is moving to RTA: School of Media.) The Image Arts BFA includes theoretical and studio training in design, art history and cultural studies. The 40-course program includes 28 core required courses, 3 professional electives, and 3 professionally-related electives. The core curriculum is based on a series of courses designed to build skill sets in three distinct areas of study: theory-history, visual studies and production. In general, IMA courses are designed to teach creative and critical-thinking skills on a progressive scale of difficulty throughout four years of the program. Most graduates enter the cultural sector and work in production, design, film, photography, graphics and editing jobs in traditional and digital media. Enrollment demand is consistently high; in 2011, the total number of students reached 791. The School has 28 RFA and 34 CUPE.

Analysis of Strengths and Weaknesses

Survey results (NSSE and RPRSS) provide positive feedback regarding the School's ability to graduate creative professionals. The School is doing a good job of developing student skills and providing useful learning resources. Faculty members offer tremendous classroom and studio expertise in visual culture and media arts. Their qualifications and inter-disciplinary research create a rich visual-culture and media-arts knowledge base. The highly structured curriculum stands in contrast to other universities; employers report that graduates are well-trained in skills, technology, and critical thinking. Students, in preparation for visual arts events, gain experience putting research and skills into practice. Links between the School and the Ryerson Image Centre (RIC) are highly beneficial—in this regard and others. The RIC and its research centre are significant additions to the teaching and exhibition resources available to undergraduate students.

Students would benefit from more study/social space, program flexibility, and more industry experience to help with such skills as communication, management, and the mastery of specialized technology. Image Arts is a fast-changing field; the challenge facing IMA is to train flexible and cross-media practitioners without undermining the calibre of the medium-specific training presently offered in film and photography. The School is already working to create more cross-disciplinary options.

Academic Standards Committee Recommendations

- Develop initiatives to address issues regarding delivery of critical thinking and writing skills as well as the perception by students that the evaluation methods could be more rigorous.
- Address the “silo” nature of the three programs.
- Plan and implement the symposium “Film: The Medium and its Future” scheduled for late spring/early summer 2013, and consider ways to integrate outcomes of the discussions into the Image Arts program.
- Plan and implement changes to the curriculum to address concerns noted in PPR report.
- Work with the Provost's Office to explore development of a new BFA in Visual Studies.

SENATE MEETING DATES 2013-2014

Tuesday, October 1, 2013

Tuesday, November 5, 2013

Tuesday, December 3, 2013

Tuesday, January 28, 2014

Tuesday, March 4, 2014

Tuesday, April 1, 2014

Tuesday, May 6, 2014

Tuesday, June 3, 2014

For Agendas and Minutes, please go to www.ryerson.ca/senate/agenda

RYERSON UNIVERSITY COMMON ABBREVIATIONS

A

ADM	Assistant Deputy Minister
APG	Academic Planning Group
AUCC	Association of Universities and Colleges of Canada

B

BIP	Budget Incentive Program (Carry forward)
BIU	Basic Income Unit

C

CAUT	Canadian Association of University Teachers
CAUBO	Canadian Association of University Business Officers
CCOU	Council of Chairs of Ontario Universities
CESAR	Continuing Education Student Association of Ryerson
CFI	Canada Foundation for Innovation
CFS	Canadian Federation of Students
CFS-O	Canadian Federation of Students - Ontario
CHERD	Centre for Higher Education Research and Development
CHST	Canada Health and Social Transfer
CIAR	Canadian Institute for Advanced Research
CIHR	Canadian Institute of Health Research
COU	Council of Ontario Universities
CRA	Canada Revenue Agency
CSRDE	Consortium for Student Retention Data Exchange
CUDO	Common University Data Ontario
CUPE	Canadian Union of Public Employees
CURIE	Canadian Universities Reciprocal Insurance Exchange
CUSC	Canadian Undergraduate Survey Consortium

D

DM	Deputy Minister
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E

EHS	Environmental Health and Safety
ERPC	Employee Relations and Pensions Committee
ESL	English as a Second Language

F

FCAD	Faculty of Communication and Design
FCP	Federal Contractors Program
FFTE	Fiscal Full-Time Equivalent
FIPPA	Freedom of Information and Protection of Privacy Act
FSCO	Financial Services Commission of Ontario
FT	Full-Time
FTE	Full-Time Equivalent

G

GA	Graduate Assistant
GAAP	Generally Accepted Accounting Principles
GPSS	Graduate and Professional Student Survey

H

HEQCO	Higher Education Quality Council of Ontario
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L

LGIC	Lieutenant-Governor-in-Council
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M

MTCU	Ministry of Training, Colleges and Universities
MYA	Multi-Year Agreement

N

NASM	Net Assignable Square Metres
NAUBCS	National Association of University Board Chairs and Secretaries
NGO	Non-Governmental Organization
NRC	National Research Council of Canada
NSERC	Natural Sciences and Engineering Research Council of Canada
NSSE	National Survey of Student Engagement

O

OAC	Ontario Academic Credit
OCAD	Ontario College of Art & Design
OCAV	Ontario Council of Academic Vice-Presidents
OCGS	Ontario Council of Graduate Studies
OCUFA	Ontario Confederation of University Faculty Associations
OPSEU	Ontario Public Sector Employees Union
ORS	Office of Research Services
OSAP	Ontario Student Assistance Program
OSSD	Ontario Secondary School Diploma
OTO	One Time Only
OUAC	Ontario Universities' Application Centre

P

PSE	Post-Secondary Education
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PT Part-Time

R

RA Research Assistant
RFA Ryerson Faculty Association
RRPP Registered Retirement Pension Plan
RSU Ryerson Student Union
RTA School of Radio and Television Arts
RU Ryerson University
RUAA Ryerson University Alumni Association

S

SRC Scholarly, Research and Creative Activities
SSHRC Social Sciences and Humanities Research Council of Canada

T

TA Teaching Assistant
TESP Total Earnings Supplemental Plan

U

UA University Advancement
UOIT University of Ontario Institute of Technology

V

VPRI Vice-President, Research and Innovation