

BOARD OF GOVERNORS
Monday, January 27, 2014
 Jorgenson Hall – JOR 1410
 380 Victoria Street
4:00 p.m. to 6:00 p.m.

| Time | Item | Presenter/s | Action | Page (s) |
|------|---|---|-----------------|----------|
| 4:00 | 1. IN-CAMERA DISCUSSION (Board Members Only) | | | |
| 4:30 | 2. IN-CAMERA DISCUSSION (Senior Management Invited) | | | |
| | END OF IN-CAMERA SESSION | | | |
| 4:35 | 3. INTRODUCTION | | | |
| | 3.1 Chair's Remarks | Phyllis Yaffe | Information | |
| | 3.2 Approval of the January 27, 2014 Agenda | Phyllis Yaffe | Approval | |
| 4:40 | 4. PRESIDENT'S REPORT | Sheldon Levy | Information | 19 - 21 |
| | 4.1 Provincial Government Update: Current Public Policy Issues | Sheldon Levy Paul Stenton | | 22 - 31 |
| 5:00 | 5. SECRETARY'S REPORT | Julia Shin Doi | Information | |
| | 5.1 Presidential Search Committee | Julia Shin Doi | Information | 32 - 34 |
| 5:05 | 6. REPORT FROM THE PROVOST AND VICE PRESIDENT ACADEMIC | | | 35 - 38 |
| | 6.1 Paul Roth, Director, Ryerson Image Centre Introduction | Mohamed Lachemi | Information | 39 |
| | 6.2 2013-14 Enrolment Update | Mohamed Lachemi | Information | 40 - 43 |
| | 6.3 E-Learning at Ryerson | Mohamed Lachemi Nancy Walton | Information | 44 - 51 |
| | 7. DISCUSSION ITEMS | | | |
| 5:25 | 7.1 RU Public: visioning the Ryerson University Master Plan (Material will be brought to the table) | Julia Hanigsberg Urban and Regional Planning Students | Information | |

8. CONSENT AGENDA

| | | | | |
|-----|---|---------------|-----------------|----------------|
| 8.1 | Approval of the November 25, 2013 Minutes | Phyllis Yaffe | Approval | 52 - 56 |
|-----|---|---------------|-----------------|----------------|

9. FOR INFORMATION

| | | | | |
|-----|----------------------------|--|-------------|----------------|
| 9.1 | Ryerson Achievement Report | | Information | 57 - 63 |
|-----|----------------------------|--|-------------|----------------|

6:00 10. TERMINATION

NEXT MEETING OF THE BOARD – March 31, 2014

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.”

Nelson Mandela – The Ryerson community was deeply saddened to learn of Nelson Mandela's passing, and remembers with special fondness the honour of hosting Mr. Mandela and his wife, Graca Machel, on our campus in 2001 on the occasion of awarding them both honorary degrees. At a tribute event on December 12th the university announced the renaming of the Victoria Street walkway to Nelson Mandela Walk in honour of the late South African leader.

2013 in Review – Ryerson figured prominently among the year-end roundup of achievements, leadership, compelling stories, and promising developments, including the following excerpts:

- **Azure Magazine (Architecture) – 10 Projects We're Following in 2014**

Ryerson University Student Learning Centre by Snøhetta – This promises to be a banner year for Oslo's Snøhetta, with 11 projects underway. In Toronto, one of the downtown's most crucial areas will be transformed by a glimmering Student Learning Centre – a capacious structure that not only provides new learning spaces for students, but also contributes a street-level retail concourse and more accessible atmosphere to Toronto's central artery.

- **CanadianArt – Richard Rhodes's Top 3 of 2013**

Curator Steve Loft's "*Ghost Dance: Activism. Resistance. Art*" exhibition at the Ryerson Image Centre provided a survey of activist First Nations art, provoking not only a heightened awareness of often-repressed history, but also an out-loud wondering at the evolving state of First Nations activism and the necessary politics of redress; we are on the verge of imagining not just angry protesters, colonial ignorance and mute historical victims, but new Indigenous superheroes empowered by the same rights that the rest of us often take for granted.

- **Canadian Lawyer and Law Times – The top 10 Canadian legal ethics stories of 2013**

On Nov. 21, the LSUC approved law practice programs offered by Ryerson University (English) and the University of Ottawa (French) as alternatives to articling. It also approved Lakehead University's integrated practice curriculum as a replacement to articling after graduation. If the change in credentialing is expanded to other law schools and jurisdictions, it could transform Canada into a more experience-based version of American legal education. The significance of that sort of change is considerable.

- **DMZ Year in Review** – The Digital Media Zone celebrated its best year to date with 48 startups joining in 2013, and DMZ startups/alumni companies attracting \$24.5 million in seed funding from a variety of sources including DMZ Investments, established by the university's for-profit entity Ryerson Futures. The new companies bring to 123 the number of startups that have joined the DMZ since its launch in 2010, creating and fostering more than 900 jobs. In 2014, DMZ priorities include further exponential learning, growth and success for the Zone and its companies, more corporate partnerships, relationships with other incubators and international outreach, and collaborating with Ryerson zones being developed in areas such as fashion, design fabrication, food and social innovation.

- **Financial Post – Seven Canadian tech startups to watch in 2014**

When *National Post*'s Tom Blackwell tried *Figure 1* for the first time last June, he found “surgically removed tumours, amputated feet, deeply lacerated arms and chests in the process of being sliced open by surgeons” — not the sort of smartphone app for the faint of heart. Critical care physician Joshua Landy, mobile developer Richard Penner and Ryerson University associate professor Gregory Levey founded *Figure 1* early in 2013 as a photo-sharing network for doctors and healthcare professionals. After an incubation period at Ryerson University's Digital Media Zone, *Figure 1* raised US\$2-million in seed funding in December, which should help extend its iPhone and iPad apps to Android and desktop platforms this year.

- **The Globe and Mail – Fourteen ways to fix the GTA in 2014**

Sheldon Levy, President, Ryerson University: My idea for Toronto is to be open, welcoming and supportive to young innovators. I know from the Digital Media Zone what happens when you trust young people to learn, and give them an environment where they can take a calculated risk on their ideas. It's a risk because there is no innovation without pushing the boundaries so far you might fail. It's calculated because the right support can make the leap worth taking, help navigate pitfalls, share expertise, celebrate success, and build confidence. Three years ago, I only had an inkling of what was possible with the DMZ. Today, entrepreneurs are coming to Toronto because this is where digital media is the model. All we need is the will to do it, and nothing can stop us from having the greatest city in the world, where innovation is our way of life.

- **Metro Daily News – Where to get money to launch your business, startup**

Starting a business is difficult and takes hard work. Thankfully there are great organizations available to help burgeoning entrepreneurs reach their goals and turn their ideas into a successful business. Ryerson University's Digital Media Zone, a startup accelerator and business incubator located in the heart of Toronto, provides entrepreneurs with mentoring, networking and workspace and accepts non-students into its program.

- **Task Force on Competitiveness, Productivity & Economic Progress 12th Annual Report**

Ontario must also do more to encourage entrepreneurship. The number of self-employed workers with employees stands below the Canadian average. The Task Force views the education system as a means of raising this position. Ryerson University currently aims to have 10 percent of all students involved in the development of a company, product, or service by the time they graduate. This is an admirable program and should be disseminated across Ontario universities to promote entrepreneurship as a core skill for entering the workforce.

Order of Canada – Appointments announced on December 30, 2013 include community builder and Ryerson benefactor Peter Gilgan, the Hon. Margaret Norrie McCain (Doctor of Laws *honoris causa* '08), Glenn Pushelberg and George Yabu (Doctor of Laws *honoris causa* '03)

Ashoka Changemaker Campus – Ryerson's 'Madeleine Collective' has been awarded \$5,000 in the Ashoka U PhotoWings competition for *Foreign Encounters: Redefining Diversity*, researching the experiences of Toronto youth. In partnership with photographer William Putz, Cheryl Hsu and Alexandra Hong of the Office of the Vice-President, Research and Innovation, and alumna Nicole Bazuin (Image Arts'10) will be gathering stories at campus photo booths, and presenting the project at the Ashoka U Exchange at Brown University in February 2014.

CIS Top Ten – In the Canadian Interuniversity Sport (CIS) weekly Top Ten rankings posted on January 14th the Rams Men's Basketball team is #4 in Canada, while Men's Hockey has risen two sports to #8 in the nation and leads the OUA West in first place.

from the President's Calendar

November 21, 2013: At the *Health Quality Transformation 2013* conference organized by Health Quality Ontario for sector providers and partners, I was a member of a panel discussing the challenges of making “Transformational Change in a Complex Environment.”

December 5, 2013: A one-day Ryerson government relations visit to Ottawa included a presentation to the Association of Universities and Colleges of Canada; meeting with Minister Gary Goodyear, Industry Canada; and an alumni reception on The Hill.

December 9, 2013: I delivered the closing keynote address at the one-day conference for educators, policy makers and technology leaders hosted by Groupe Média TFO, Ontario's publicly-owned French educational media organization.

December 11, 2013: I attended the Media NYC 2020 CEO Roundtable in New York co-chaired by Board of Governors colleague Nadir Mohamed.

December 13, 2013: We hosted the Consul General of India, Akhilesh Mishra, for a meeting on campus to discuss international relations and collaboration.

December 16, 2013: I met with Deborah Newman, Deputy Minister of Training, Colleges and Universities, and Wendy Tilford, Deputy Minister of Economic Development and Innovation to discuss funding zone education.

December 20, 2013: I was honoured to be named recipient of the 2014 Toronto Region Builder Award, representing the Ryerson community. The award, to be presented by the Toronto Region Board of Trade on January 27th, recognizes “contributions that are helping transform the Toronto region into a more vibrant place to live, work and learn.”

January 15, 2014: The Hon. Ed Fast, federal Minister of International Trade, was at the Digital Media Zone to announce *Canada's International Education Strategy: Harnessing Our Knowledge Advantage to Drive Innovation and Prosperity*, a plan that sets targets to attract more international researchers and students to Canada, deepen research links between Canadian and foreign educational institutions, and establish a pan-Canadian partnership with provinces and territories and all key education stakeholders, including the private sector.

January 16, 2014: The Hon. Brad Duguid, Minister of Training, Colleges and Universities, launched ONTransfer.ca at the George Brown College Waterfront Campus, an online database that will make it easier for postsecondary students to see how their course credits are recognized at other colleges and universities, and expand options for student mobility.

BOARD OF GOVERNORS MEETING
January 27, 2014

AGENDA ITEM:

Provincial Government Update: Current Public Policy Issues

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED:

Information.

SUMMARY:

In late 2013, the government asked colleges and universities to revise their draft Strategic Mandate Agreements, submitted in Fall 2012. On December 20, 2013, the Government announced a new policy framework on Major Capacity Expansion that will affect future capital allocations.

BACKGROUND: See attached.

PREPARED BY:

Name: Paul Stenton, Deputy Provost and Vice Provost, University Planning
Date: January 20, 2014

APPROVED BY:

Name: Sheldon Levy, President
Date: January 20, 2014

Current Public Policy Issues

Board of Governors • January 27, 2014

Major Policy Issues

- Strategic Mandate Agreement
- Capacity Expansion

Strategic Mandate Agreement

June, 2012: Postsecondary Education Transformation launched by then Minister of Training, Colleges and Universities

- Ryerson submitted a draft Strategic Mandate Agreement (SMA) to MTCU on **October 1, 2012**

http://www.ryerson.ca/about/president/sma_submission.html

November 29, 2013, MTCU released *Ontario's Differentiation Policy Framework for Postsecondary Education*:

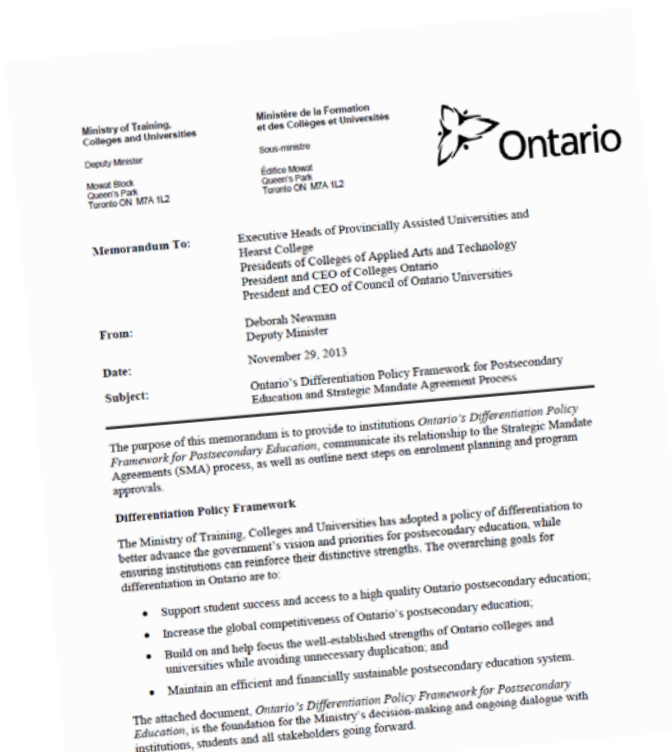
- Required SMA be updated by **December 20, 2013**.
- Announced negotiations with Special Advisor to be completed by **March 31, 2014** to finalize SMA.

MTCU: Overarching Goals for Differentiation in Ontario

November 29, 2013

Ontario's Differentiation Policy Framework for Postsecondary Education

- Support student success and access to a high quality Ontario postsecondary education
- Increase the global competitiveness of Ontario's postsecondary system
- Build on and help focus the well-established strengths of Ontario colleges and universities while avoiding unnecessary duplication
- Maintain an efficient and financially sustainable postsecondary education system



New MTCU Requirements for Updated SMA

Original SMA (2012)

**Part 1: Proposed
Mandate Statement**

**Part 2: Institutional
Vision**

**Part 3: Three Priority
Objectives**

Updated SMA (2013)

Part 1: Mission Statement

Part 2: Proposed Mandate Statement

Part 3: Institutional Vision

Part 4: Components of Differentiation

1. *Jobs, Innovation, and Economic Development*
2. **Teaching and Learning**
3. *Student Population*
4. **Research and Graduate Education**
5. *Program Offerings*
6. **Institutional Collaboration to Support Student Mobility**

Part 5: Strategic Enrolment

Part 6: Financial Sustainability

Critical Aspects of SMA

➤ **Enrolment planning**

- Graduate target allocation (fully fund existing enrollments and proposed growth of 8% annually over five years)
- Undergraduate growth flexibility (fully fund flow through and planned growth of 2.6% annually over five years)
- Capital funding (priority Science on Jarvis property)

➤ **Innovation and entrepreneurship**

- Support for zone education

➤ **Program approvals and differentiation**

- Flexibility to introduce new programs as needed

Major Capacity Expansion

- **December 20, 2013** Policy framework and process for major capital allocations
 - Creation of new campuses or expansion of existing campuses
 - Align future university capacity with long-term demand growth to ensure students have access to PSE closer to home
 - Proposals must:
 - In short-term, accommodate growth > 1,000 students
 - In long-term, accommodate growth between 5,000 to 10,000 students

Major Capacity Expansion: Two-Stage Process

1. Initial Review and Check-list

- enrolment growth; program mix; size; consultation and support from other universities, Board of Governors, municipality

2. Government Call for Proposals

- Evaluation criteria:
 - Strategic management of LT enrolment growth;
 - Differentiation, sustainability and accountability;
 - Economic impact;
 - Quality, innovation and competitiveness;
 - Affordability for students and the province

Major Capacity Expansion: A Way Forward – Ryerson Approach

- Build on SMA enrolment plan and expand to 2023
- Capacity expansion on 202 Jarvis St. site and others
- Short-term: Science building
- Long-term: Other projects

BOARD OF GOVERNORS MEETING

January 27, 2014

IN CAMERA

AGENDA ITEM: Presidential Search Committee Membership

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: For Information

SUMMARY: The Chair and Vice Chair of the Board used the following criteria in deciding on the Board membership for the Presidential Search Committee:

- Board and Governance experience – tenure, commitment and knowledge of Ryerson
- Demonstrated commitment to Ryerson
- By-law requirements for constituency representation
- Board approved competencies
- Demonstrated interest in being on the Presidential Search Committee

During the in-camera portion of the Board meeting the Chair will provide the Board with the names of seven Board members who have agreed to be on the Presidential Search Committee.

The following senators were appointed to the Presidential Search Committee:

David Checkland, Faculty, Philosophy, Faculty of Arts

Usha George, Dean, Faculty of Community Services

Mohamed Lachemi, Provost and Vice President Academic

Nancy Walton, Faculty, Daphne Cockwell School of Nursing, and Director of e-Learning

With the inclusion of the Board Chair and Vice Chair this will complete the 13 member Presidential Search Committee.

BACKGROUND:

In November 2013 Sheldon Levy announced that he would not be seeking a third term. The University By-laws required that on or before February 1, 2014, the Chair strike a Presidential Search Committee if the President does not wish to seek reappointment.

Each Presidential Search Committee will be comprised of: the Chair, who shall chair such Committee; the Vice Chair; seven other members of the Board, appointed by the Board; and four members of the Senate, appointed by the Senate, it being the intention that each Presidential Search Committee once

formed will be comprised of one or more members of the Administrative Staff, Alumni, Teaching Faculty and Students.

COMMUNICATIONS STRATEGY:

PREPARED BY:

Name Catherine Redmond
Date January 20, 2014

APPROVED BY:

Name Julia Shin Doi
Date January 20, 2014

TO: Julia Shin Doi, General Counsel and Secretary of the Board of Governors
FROM: John Turtle, Secretary of Senate
DATE: January 15, 2014

RE: Senate Members Elected to the Presidential Search Committee

I am pleased to report that the following Senate members have been elected to the Presidential Search Committee for 2014-2015:

David Checkland, Faculty, Philosophy, Faculty of Arts
Usha George, Dean, Faculty of Community Services
Mohamed Lachemi, Provost and Vice President Academic
Nancy Walton, Faculty, Daphne Cockwell School of Nursing, and Director of e-Learning

I know they are looking forward to working with the rest of the Committee on this important task.

Regards,



John Turtle
Secretary of Senate

WELCOME

Welcome – Ann Cavoukian, Ontario’s Information and Privacy Commissioner and international expert on privacy issues and rights, has been appointed a Distinguished Visiting Professor at Ryerson. In her role Dr. Cavoukian will initiate and lead discussions on issues related to big data and privacy issues, and participate in activities on these topics.

INVITATION

Opening January 22nd, members of the community are invited to the Ryerson Image Centre for exhibitions focusing on the evolution of a remarkable industry and the power of its story-telling:

- *Robert Burley: The Disappearance of Darkness*, curated by Dr. Gaëlle Morel, examines the dramatic and historical demise of film-manufacturing facilities and industrial darkrooms and the shift to digital technologies.
- *Phil Bergerson: Emblems and Remnants of the American Dream*, guest curated by David Harris, features photographs from dozens of road-trips criss-crossing the United States in search of the ‘American Dream.’
- *Pierre Tremblay – Black Star Subject: Canada*, guest curated by Don Snyder, displays all 1,853 photographs filed under the “Canada” subject heading in the Black Star Collection;
- *Elisa Julia Gilmour: Something in Someone’s Eye* features four cinematic portraits using Kodak Ektachrome film, a material that will inevitably disappear with time.

A selection of original antique cameras from the Kodak Canada Corporate Archives and Heritage Collection, donated in 2005 to the Ryerson University Library, will also be on display. It was a privilege to be invited to choose the 17 cameras for the exhibit, which offer a fascinating and evocative look back at photographic equipment developed between 1907 and 1976.

ACADEMIC DEVELOPMENT

Academic Plan 2014-2019 – The consultations in Phase 1 of developing our new academic plan were invigorating for the level of engagement and the dedication to working together on continuing to build Ryerson distinction and academic strength. From October to December we held 40 sessions attended by nearly 850 participants, and received 30 written submissions by email and on the blog. The discussions were notable for a shared passion, both on campus and among external partners and advisors, for sustaining and further developing the Ryerson core mission as a university connected to real life, with programs and research that have an impact on economic, social and cultural progress and well-being. There is excitement in the firm belief that Ryerson has proved itself as a comprehensive undergraduate university, and enthusiasm for taking the steps needed to further strengthen graduate studies and research. We are hearing many ideas on finding ways to give Ryerson students the edge, the importance of experiential and e-learning, the critical need to aim for leadership in technology and support systems for

students, faculty and staff, and a desire to understand more clearly the curriculum development and initiatives associated with innovation and zone learning. Most of all, there is a fundamental commitment to attracting and encouraging talent, fostering equity, diversity and inclusion, and celebrating, with big thinking and a focus on the details, the special qualities and characteristics that define Ryerson as the destination of choice to study and work. In the new year, ideas from the initial consultations will be further refined and studied in terms of strategic funding and operational implications, and conversations with the community will continue with opportunities for further input. We will keep the Board updated on progress.

Centre for Indigenous Governance – Professor Hayden King, Department of Politics and Public Administration, has been appointed the new director of the Centre for Indigenous Governance. The Centre was founded in 2010 to support initiatives and research and to increase educational opportunities for aboriginal students, and as director Professor King will coordinate relations between academia, government and non-aboriginals and indigenous culture, education and politics. He has served as senior policy adviser to the Ontario Minister of Aboriginal Affairs and director of research for the Canadian Council for Aboriginal Business, and taught at the First Nations Technical Institute. He is a Pottawatomi and Ojibwe writer, teacher and researcher from Beausoleil First Nation on Gchi'mnissing (Christian Island) in Huronia, Ontario, and is working on his PhD in political science at McMaster University, with a teaching focus on Canadian history, indigenous politics, international relations and political economy. His diverse research portfolio focuses on land and resource management in the Canadian north, (mis)representation of indigenous peoples in mainstream media and an Anishinaabe theory of international relations. Leadership of the Centre will be shared with fellow Politics and Public Administration professor and Associate Director Dr. Carla Cassidy.

Task Force on Graduate Education Administration and Delivery – The Task Force was announced on January 15th to promote the critical role played by graduate education in Ryerson's growing reputation as a leading comprehensive innovation university, and recognizing the leadership of Dean Jennifer Mactavish in advancing graduate studies development. In the year 2000, Ryerson had only 3 Master's programs enrolling 50 students; just over a decade later, there are 2,300 graduate students enrolled in 36 Master's and 13 Doctoral programs. The goals of this review are to ensure that graduate education is a shared and core priority at all levels of the institution; that there is appropriate capacity for delivering and administering graduate education; and that Ryerson continues to recruit highly qualified students wanting to pursue graduate studies. The Task Force will look at a full range of areas specific to the delivery of graduate education including but not limited to the funding model, the operational structure at the program level, and best practices for showcasing student success and engagement. Special thanks to co-chairs Dean Jean-Paul Boudreau, Faculty of Arts, and Dean Usha George, Faculty of Community Services, Distinguished Fellow Adel Sedra serving as a valued advisor and resource, and faculty and graduate student members of the committee.

New course for collaborative entrepreneurs – In Winter 2014 Ryerson is offering a unique opportunity to students from four faculties to enroll in a one-of-a-kind hybrid interdisciplinary course called *From Code to Product: Product Development for Startups*. The three-month intensive workshop is open to undergraduate students from the RTA School of Media, Computer Science, and the Ted Rogers School of Management (TRSM) and students from the Master's in

Digital Media (MDM) program. Students will form teams to develop and build an innovative product reflecting their diverse talents and interests, and a weekly lecture component with labs, assignments and exams will complement the hands-on learning model. The course will culminate in a final product that students will present to industry experts at a showcase event in April.

DISTINCTION AND ACHIEVEMENT

- Sara Angelucci, Image Arts, spent November 20-January 20 as Artist in Residence at the Art Gallery of Ontario (AGO). Her research into endangered and extinct North American bird species was featured in *A Mourning Chorus*, a performance by singers exploring the sounds of disappearing North American song-birds through the history of women's mourning rituals; the exhibition of two works from her *Aviary* series; and *Art & Ideas: A bird's eye view on art & extinction*, a panel discussion with writers, historians and ornithologists.
- Recipients of the 2013 Prime Minister's Awards for Excellence (Ontario), recognizing Canadians making extraordinary contributions to their communities, included high school teacher Vernon Kee (Mechanical Engineering '01) as winner of the Award for Teaching Excellence; and Ryerson Early Learning Centre teacher Angelique Sanders, winner of the Award for Excellence in Early Childhood Education.
- Eric Strohm defended his PhD dissertation in Biomedical Physics on December 9th and made history as the first PhD graduate in the new Faculty of Science. Working with Dr. Michael Kolios, Strohm will continue at Ryerson as a postdoctoral fellow funded by the Canadian Cancer Society and, as part of the recently announced partnership, the lab will be moving to St. Michael's Hospital where Ryerson researchers will share resources in a clinical setting.
- Ryerson won 1st Place in the International Student Design Competition at the American Society of Mechanical Engineers World Congress in San Diego in November. Mechanical and Industrial Engineering students Anthony Brinias, Robert Poskrobko, Alexei Semine, and Alexander Simpson designed and raced a web-enabled robot over a 'disaster' scene, beating 2nd place IIT-Bombay by 10 seconds. The spread among all teams was less than a minute.
- Sami Dalati, 3rd-yr Electrical Engineering, will join The Next 36 class of 2014 as one of 40 entrepreneurs chosen from 1000 applicants from 48 universities across Canada, and Harvard, Cornell, Princeton and Duke in the U.S. Over the next nine months the program will engage entrepreneurs in building their companies with support from mentors and business advisors. Dalati is researching content aggregation to learn via social media how people engage.
- *The Ryersonian* won four Silver awards at the 2013 Canadian Online Publishing Awards (COPA) event recognizing Canada's best editorial and design work in digital publications:
 - Best News Coverage for *Sexual assaults on campus* (Vidya Kauri, Melinda Maldonado, reporters; Emma Prestwich, reporter/editor);
 - Best Cross Platform Initiative for *Searching for solid ground [re: student mental health]* (Asher Greenberg, reporter; Rebecca Tromsness, reporter/editor; Laura Anderson, editor; Ishani Nath, graphics);
 - Best Multimedia or Video for *Bookstore pulls locks from shelves* (Samuel Greenfield, reporter; Derek Kirk, reporter/editor);
 - Best Social Media, *UQTR at Ryerson Rams* (Dan Berlin, reporter; Natasha Singh, editor).

- The MBA Games held January 3-5th drew more than 700 students from 23 universities across Canada competing in academic, athletic and school spirit categories. Congratulations to everyone involved in the huge effort it takes to prepare and compete, and for representing Ryerson with great distinction. In this year's competition, TRSM teams achieved the podium in the following categories:
 - 1st – Fundraising: TRSM raised \$28,000, more than half of the total of \$50,000 raised by all other teams put together, in support of the children's cancer charity POGO;
 - 1st – Sustainability Case Competition (Ilia Maor, Candice Mullings, Michael Murphy, Pete Myers);
 - 2nd – Overall Academics;
 - 2nd – Next Great Canadian Advertising Executive (Alex Dias, Kate French)
 - 2nd – “Connecting the Dots” MBA Games-themed video (based on YouTube “likes”)
 - 3rd – Strategy Case Competition (David Bender, Alessia Di Geso Shira Gellman, Bill O’Brien)
 - 3rd – Overall Spirit
- Andrew Moir, Image Arts '12, won the Best Short Film Award for his film *Just As I Remember* at the 2013 Air Canada enRoute Film Festival. Moir's film, which was shown on Air Canada flights from August 1st to December 31st, follows the families of two men with amyotrophic lateral sclerosis, known as Lou Gehrig's Disease.
- On January 7th the Toronto Film Critics Association presented its annual awards, including:
 - Edward Burtynsky (Image Arts '82, Doctor of Fine Arts *honoris causa* '07) winner of the \$100,000 Rogers Best Canadian Film Award for *Watermark* with filmmaker Jennifer Baichwal, exploring the world's most important and endangered resource;
 - Norman Jewison (Doctor of Letters *honoris causa* '08), recipient of the Technicolor Clyde Gilmour Award for sustained contributions as a film producer and director significantly enriching the understanding and appreciation of film in his native country, including \$50,000 in Technicolor Services to be given to a young director;
 - Walter Woodman and Patrick Cederberg (Image Arts '13), \$5,000 Manulife Financial Student Film Award for their short film *Noah*.
- The 2013 Toronto International Film Festival (TIFF) *Canada's Top Ten* (best 10 feature films and best ten short films) included works by five Ryerson alumni:
 - *Watermark*, director Edward Burtynsky (ImArts '82, Doctor of Fine Arts *honoris causa* '07);
 - *Paradise Falls*, director Fantavious Fitz (Graham Foy, Image Arts '13);
 - *Enemy*, associate producer Kevin Krikst (Image Arts '07);
 - *Noah*, directors Walter Woodman and Patrick Cederberg (Image Arts '13).

Academic Administrative Appointment

Paul Roth, Director of Ryerson Image Centre

Paul Roth began his five-year appointment as the director of the Ryerson Image Centre (RIC) on December 5, 2013. Most recently, he was senior curator and director of photography and media arts at the Corcoran Gallery of Art in Washington D.C., where he served two tenures in different capacities over 16 years. He has held positions at the National Gallery of Art in Washington and at the Center for Creative Photography in Arizona. Paul also served as executive director of The Richard Avedon Foundation where he led one of the most successful single-artist photography auctions in history. Specializing in contemporary and 20th century American photography and experimental film, he is widely respected as a leading expert on the work of photographers Richard Avedon, Gordon Parks, and Robert Frank.

At the Corcoran Gallery of Art, Paul organized and co-organized such major exhibitions as *Richard Avedon: Portraits of Power* (2008), and *Sally Mann: What Remains* (2004), and, at the National Gallery of Art, *I...Dreaming: The Visionary Cinema of Stan Brakhage* (2002). Since 1990, he has helped realize more than 70 museum exhibitions and film programs. He is the author of numerous books and monographs, including, most recently, the five-volume survey *Gordon Parks: Collected Works* (2012) and *War Games: David Levinthal* (2013). In addition, he has helped organize the archives of photographers such as Robert Frank, Richard Avedon, Garry Winogrand, and Edward Weston.



ACADEMIC UPDATE

JANUARY 2014

2013-14 ENROLMENT UPDATE

- **Graduate enrolments:** on target; up slightly
- **Undergraduate enrolments:** higher growth than planned
- **Significant improvement in quality:**
 - Largest year-to- year increase in mean entering average since the double-cohort years: 82.2% → 83.1%
 - Ryerson now in 6th place in the province; up from 14th in 2006 in terms of students with entering average of 80%+

2013-14 ENROLLMENT UPDATE

- **Overall 2013-14 undergraduate enrolment** projected to be about 4% above planned levels due to:
 - Higher enrolment in spring/summer term
 - Higher than planned fall intake in both new and existing programs
 - Higher than projected retention
 - Change in Senate policy regarding clear standing resulted in 600 additional FTEs

E-LEARNING AT RYERSON

Role of Ryerson's Director, E-Learning:

- Set strategic direction for E-learning at Ryerson
- Determine priorities, identify opportunities and areas of strength
- Coordinate and enhance existing resources and supports to enhance a clear forward-looking digital learning strategy



BOARD OF GOVERNORS MEETING

November 27, 2014

AGENDA ITEM: E-Learning at Ryerson

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: For information only.

SUMMARY:

As a follow-up to the Board of Governors Retreat last March, the Provost and Dr. Nancy Walton, Director, E-Learning, will provide an update on the E-learning context and Ryerson's progress, priorities and goals.

COMMUNICATIONS STRATEGY:

None required.

PREPARED BY:

Name

Date

APPROVED BY:

Name Mohamed Lachemi

Date November 27, 2014



E-LEARNING AT RYERSON

GOVERNMENT CONTEXT

- MTCU initiative to establish a provincial Centre of Excellence for online learning to facilitate credit transfer and strengthen sector capacity for offering high quality fully online courses.
- Main driver for this initiative is to encourage increased collaboration among universities and colleges.
- Ryerson is taking part in this initiative while also moving forward with our own strategy and plan for enhancing e-learning.

COMMUNITY CONSULTATION

- Engaged in significant consultation since September 2013:
 - Town Halls,
 - Faculty Deans' councils, departments and programs
 - Stakeholder groups (faculty, students, support staff)
 - External bodies (e.g., TDSB)
- Helped to identify clear opportunities, concerns and provide context for setting strategic directions.

WHAT DO WE MEAN BY E-LEARNING AT RYERSON?

- Most discussions about implementation and enhancement of offerings are at a course level, rather than a degree level, at this point:
- Fully online courses
 - All learning activities and interactions take place online, with no face-to-face interaction
- Blended (hybrid) courses
 - Thoughtful and complete integration of face-to-face learning and technology-based (online) learning.
 - When done well, this can bring out the best of both modalities to achieve higher level learning outcomes.

WHERE ARE WE NOW?

- Overall: significant general enthusiasm with a wide range of different types of opportunities for e-learning.
- Tempered by an acknowledgement that there are a variety of 'starting points', and diverse needs.
- Arising out of consultation are six strategic priorities and goals.
- These are starting points for discussion with the Provost to be considered in academic and fiscal planning.

CONTEXT

- Technology should be integrated into the learning experience for pedagogically sound reasons, with the goal of enhancing the learning experience.
- Technology in the classroom will and should be used differently in different kinds of programs, disciplines and courses.
- Ideally, there should be access to a wide array of accessible, easy-to-implement options for technology use, to provide high quality learning opportunities and increased choice for students.

PROPOSED PRIORITIES AND GOALS

- Focus on increasing **blended learning** opportunities
- **Build a profile** in e-learning for Ryerson
- Create a **learner-centered** model
- Ensure **accessibility** in the context of e-learning
- Provide enhanced faculty and staff **support** for e-learning
- Create **Ryerson niche portfolios** in e-learning



BOARD OF GOVERNORS
Monday, November 25, 2013
Jorgenson Hall – JOR 1410
380 Victoria Street
5:00 p.m. to 7:30 p.m.

Minutes of a meeting of the Board of Governors of Ryerson University held on Monday, November 25, 2013 at 5:00 p.m. in Jorgenson Hall, JOR-1410.

ATTENDANCE:

Present: Phyllis Yaffe (Chair), J. Fukakusa (Vice Chair), C.A. Bissonnette, L. Bloomberg, J. Cockwell, J. Côté-O'Hara, M. Dionne, M. Frazer, B. Halilovic, G. Kapelos, S. Levy, M. Maheux, K. Noor, B. Richards, H. Rosen, D. Shivraj, D. Sookram, C. Yim

Regrets: M. Al Zaibak, P. Ataei, C. Hilken, N. Mohamed, K. Varma

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
W. Cukier, Vice President Research and Innovation
E. McGinn, Assistant Vice-President, Communications, Government and Community Engagement
J. Shin Doi, General Counsel and Secretary of the Board of Governors
P. Stenton, Deputy Provost and Vice Provost University Planning
M. Ng Director, Office of the President
J. Isbister, Vice Provost Faculty Affairs
D. O'Neil Green, Assistant Vice President/Vice Provost Equity, Diversity and Inclusion
H. Lane Vetere, Vice Provost, Students
C. Evans, Vice Provost Academic
J. Winton, Chief Financial Officer and Assistant Vice President Financial Services
C. Sass-Kortsak, Assistant Vice President, Human Resources
E. Stroback, Executive Lead Capital Projects and Real Estate
M. Bountrogianni, Interim Dean, The G. Raymond Chang School of Continuing Education
I. Joseph, Director of Athletics

END OF IN-CAMERA SESSION

1. INTRODUCTION

Chair's Remarks

The Chair welcomed Board members to the last Board meeting of 2013 and the holiday reception immediately following the Board meeting.

The Chair congratulated Janice Fukakusa for receiving York University's Bryden Alumni Pinnacle Achievement Award on November 21, 2013 and Mohammad Al Zaibak for his re-appointment to the Board and recent graduation of both a son and daughter from Ryerson.

Ms. Yaffe also congratulated Wendy Cukier recently named one of the 2013 Top 25 Woman of Influence.

Ms. Yaffe congratulated Enactus' Team Ryerson who competed in the opening round of the 2013 Enactus World Cup in Cancun.

A thank you was extended to Teriano Lesancha for supplying the Board with the handmade bracelets which are the products of Ms. Lesancha's startup at the Digital Media Zone called Supa Massai to empower women and girls economically in Kenya. Julia Hanigsberg mentioned that the Ryerson Campus Store is hosting a pop-up store for Supa Massai during the holiday period.

Tyler Forkes, Executive Director, Alumni Relations was also thanked for providing alumni scarves which would be available to pick up at the seasonal reception following the Board meeting.

Ms. Yaffe thanked Board members who participated at Convocation and a particular thanks to Ann MacKay and her staff.

Ms. Yaffe spoke briefly about the recent Council of Ontario Chairs of Ontario Universities Governance Conference on November 9th and 10th. The President, Julia Shin Doi and Board members Branka Halilovic, Michelle Dionne, Darius Sookram, Mohammad Al Zaibak, Harry Rosen, Curtis Yim, Khatera Noor and Darren Shivraj all attended the conference. The President spoke at the conference about *"How universities will change over the next ten years and what Boards should be thinking about"*

Ms. Yaffe reported that the Mattamy Athletic Centre hosted the Haggar Hockey Hall of Fame Legends Classic on Sunday, November 10. It was attended by Darren Shivraj, Khatera Noor and Michelle Dionne.

George Kapelos was thanked for giving the Board a catalogue of the opening of the Paul Cocker Gallery which is an important gift to the Department of Architectural Science.

Ms. Yaffe updated Board members on how Consent Agendas work.

Approval of the November 25, 2013 Agenda

The agenda was approved as presented.

2. REPORT FROM THE PRESIDENT

The President spoke of the gift of the Star Blanket from the aboriginal community now in the lobby of Jorgenson Hall.

The President spoke of the growing relationship with St. Michael's Hospital and the importance of a partnership with such a well-respected health facility.

OneEleven, Canada's first big data accelerator will be officially launched on November 26, 2013. Ryerson, OMERS Ventures and the Ontario Centres of Excellence are the founding partners of this new venture which provides entrepreneurs with the big data resources they need to accelerate the commercialization of their companies. The President also reported that Ontario's Information and Privacy Commissioner, Ann Cavoukian is joining Ryerson as a Distinguished Visiting Lecturer focusing on big data and privacy.

The President asked the Provost to talk about Canada Research Chairs' nominations in the area of social media and mathematics, and a third nomination for Canada Research Chair in big data.

The President spoke of the launch of the Law Practice Program (LPP), an alternative to the traditional articling program in Ontario and the first of its kind in Canada. Ryerson was awarded the opportunity to develop and deliver the LPP by The Law Society of Upper Canada following a competitive proposal process.

Mitch Frazer commented that the reason that Ryerson secured this program was in large part from the efforts of the President and the Provost.

The President spoke of the Centre for Urban Research and Land Development launched by the Faculty of Community Services as a means to investigate and create solutions to the city's land development challenges. A large amount of money was given by alumni for the creation of a chair at the Centre.

The President spoke of recent DMZ events "The Next Big Idea" competition winners and hosting the entrepreneurs from the Communications University of China.

The President was very pleased to report that Ryerson received the 2013 Heritage Toronto Award for the Mattamy Athletic Centre and the Toronto Tourism Award for the Athletic Centre, Ryerson Image Centre and the pedestrianization of Gould Street.

The President spoke of recent strong rankings in Canadian Business and Maclean's Magazines. He also mentioned an email from a Ryerson engineering group that won first place in a recent international competition.

The President introduced a video about the experiences of students who were part of Varsity Soccer at Ryerson. Ivan Joseph reported that the video's illustrated both the strong educational and student engagement component in team athletics at Ryerson.

Student Board member Khatera Noor invited Board members to the Ted Rogers Management

Conference Gala at the All-Stream Centre on March 8, 2014.

3. REPORT FROM THE SECRETARY

5.1 Ryerson Engineering Student Society Referendum Report

Julia Shin Doi reported that the Ryerson Engineering Students Society Referendum was held on November 4 to 7, 2013 and successfully approved the collection of a fee increase starting in September 2014.

5.2 Ryerson Communication and Design Society Referendum Report

The Ryerson Communication and Design Society Referendum was held on November 4 to 7, 2013 and was also successful in approving the collection of a new fee to fund the creation of the society.

5.3 Board of Governors Leadership Award Winner

Anne Wagner is the 2013-14 Board of Governors Student Leadership Medal recipient. Ms. Wagner graduated with a PhD in Psychology during the recent Fall Convocation and was the first graduate student to receive the \$1,000 award.

4. REPORT FROM THE PROVOST AND VICE PRESIDENT ACADEMIC

The Provost elaborated on the big data launch at the OneEleven accelerator and the role Ryerson is playing in it. The University is developing curriculum offerings related to big data specific to privacy and data protection which integrates both theory and practice.

The Provost introduced Steven Murphy, the new Dean of the Ted Rogers School of Management who joined Ryerson on August 1, 2013. Dr. Murphy was previously at Carleton University where he was Associate Dean, Research and External at the Sprott School of Business.

The Provost updated Board Members on the Academic Plan Consultation schedule. To date 700 community members have attended 35 sessions. The Provost has reached out to the university leadership and participated in three town halls, one dedicated to students. The Senate devoted a special session on the academic plan. The Provost also reached out to community partners, alumni and also had an opportunity to talk to Board members. The Provost reported that he was very impressed with the quality of feedback at every meeting. The second phase of consultation will start in January. The draft priorities and strategies will be shared with the community and the Board will be updated.

5. DISCUSSION ITEMS

Report from the Chair of Finance

Michèle Maheux reported that the first and second quarter Financial Statements were unanimously approved by electronic ballot, in lieu of holding a meeting. The Fiera Capital Investment Report was also sent to the committee as an information item.

Janice Winton reported that the First and Second quarter Financial Statements indicate that Ryerson is on track to meet the 2013/14 approved budget. Ms. Winton reported that the combined statements included a surplus of \$22.1 million at the end of October, \$16.6 million of which was unrealized gains in the SWAP. The surplus was actually \$5.4 million which was primarily due to the increase in enrolment. The Endowment fund book value is now over \$100 million with the final \$11 million draw of the TD loan occurring in July.

It was moved, seconded and carried:

BE IT AND IT IS HEREBY RESOLVED:

THAT the First Quarter Financial Statements be approved as presented.

It was moved, seconded and carried:

BE IT AND IT IS HEREBY RESOLVED:

THAT the Second Quarter Financial Statements be approved as presented.

6. CONSENT AGENDA

Approval of the September 30, 2013 Minutes

The minutes were approved as presented.

Changes to the Execution of Contracts and Approval Authority Schedule Policies

It was moved, seconded and carried:

BE IT AND IT IS HEREBY RESOLVED:

THAT Execution of Contracts Policy be approved as amended.

It was moved, seconded and carried:

BE IT AND IT IS HEREBY RESOLVED:

THAT the Approval Authority Schedule Policy be approved as presented.

7. TERMINATION

RYERSON ACHIEVEMENT REPORT

A sampling of appearances in the media by members of the Ryerson community for the January 2014 meeting of the Ryerson University Board of Governors.

Toronto Life named **President Levy** among the city's 50 most influential people <http://bit.ly/1cdGd4m> and reported on six city-changing moments initiated by the president <http://bit.ly/18RvDDL>.

The Globe and Mail quoted **President Levy** and Vice-President of Administration and Finance **Julia Hanigsberg** on the announcement that the President would not seek a third term <http://bit.ly/1gDZAGN>. Similar items appeared in the Toronto Star <http://bit.ly/1jkJNiQ>, National Post <http://bit.ly/IQT44q>, University News <http://bit.ly/18nBH0W>, Torontoist. <http://bit.ly/1dS6tXpa> and Metro News.

President Levy published an op-ed piece in the Globe and Mail highlighting Ryerson's support of entrepreneurship <http://bit.ly/1g0Svp>. The item was picked up by Academica. The president was quoted in What's Your Tech about the partnership between Ryerson and the Bombay Stock Exchange <http://bit.ly/J1aLO6>.

President Levy and **Ross Fair**, History, were quoted in Canadian Architect regarding a Heritage Toronto historical plaque being unveiled at the Mattamy Athletic Centre <http://bit.ly/17y0Zyl>. Other coverage of the item, pitched by Public Affairs, included The Bulletin <http://bit.ly/17sitqC>, Torontoist <http://bit.ly/1e5gQ04> and Morning Star <http://bit.ly/1a7OWqi>.

The Ottawa Citizen reported on the Ottawa Nav app, a spinoff of the DMZ-incubated Flybits, <http://bit.ly/1aSQYe7>. The item was pitched by Public Affairs. Similar items appeared in Global News <http://bit.ly/1bVPgHm>, Tech Vibes <http://bit.ly/1aU0Ik9>, Traffic Technology Today, CTV News <http://bit.ly/1bCIWTh>, Ottawa Sun <http://bit.ly/18LBtRa>, Radio Canada <http://bit.ly/1ddVbwy>, MSN News and the Council of Ontario Universities.

During a CBC News interview, federal Finance Minister **Jim Flaherty** mentioned his visit to Ryerson. Watch: <http://bit.ly/1a4fh8K> (starts at 30:25). The segment also aired on CTV News, BNN: Business Day and CPAC: Prime Time Politics.

The Toronto Star reported that Board of Governors member **Harry Rosen** is going back to school at Ryerson, quoting **Martin Greig**, History, and **Carmen Schifellite**, Sociology <http://bit.ly/IR8rJ3>. The item, pitched by Public Affairs, was also picked up by Sing Tao Daily <http://bit.ly/1c11uSM> and CBC Radio's Metro Morning.

Avner Levin, director of Ryerson's Law Research Centre, spoke to Precedent about the University's new Law Practitioner Program <http://bit.ly/19ORmWF>, an item pitched by Public Affairs. Similar items appeared in the Globe and Mail <http://bit.ly/1aC75wE>, Financial Post <http://bit.ly/1fYJLKs>, Canadian Lawyer <http://bit.ly/1bl6Ug5>, Academica and the COU website <http://bit.ly/19VXUCS>. He spoke to Radio-Canada about CGI suing the Ontario Government. <http://bit.ly/1frCket>. Similar items appeared in Le Huffington Post <http://huff.to/1l0WKfA> and MSN News <http://on-msn.com/1hqQWmi>.

The Toronto Star reported on crowd-funding for WaveCheck, co-invented by **Michael Kolios**, Physics, <http://bit.ly/1hi0oE8>. Similar items appeared in Sing Tao Daily and Crowd Fund Insider <http://bit.ly/1qA6YpmT>. The Varsity featured Dr. Kolios' research on chemotherapy <http://bit.ly/1h4GNaq>.

Sing Tao Daily reported on a Ryerson news release about research by **Lu Wang**, Geography, on the health of Canadians <http://bit.ly/IFit0D>. The item was also covered by Ming Pao, World Journal <http://bit.ly/J5pHe3>, CBC Radio's Here & Now, OMNI News Mandarin Edition and Fairchild TV, video: <http://bit.ly/18UvW0A>.

CBC News Toronto reported on the Nelson Mandela tribute at Ryerson, which included announcement of a road on campus to be renamed in his honour. The item was pitched by Public Affairs. In coverage of the passing of Nelson Mandela, the Canadian Press mentioned that he received an honorary degree from Ryerson <http://bit.ly/1qJINIV>. Other mentions of Mandela's Ryerson connection included CBC News <http://bit.ly/IO68qH>, News 24 <http://bit.ly/1dUq6yd>, Toronto Star <http://bit.ly/1bldND6>, CityNews Toronto <http://bit.ly/1HtUnK>, CTV News and Metro News..

Distinguished visiting professor **Buzz Hargrove** spoke to Sun News about Nelson Mandela. **Tony Burman** contributed a piece about Mandela to the Toronto Star <http://bit.ly/1fcAxdH>.

Global University Venturing profiled the DMZ start-up Figure 1, a medical photo sharing app that reached \$2 million in seed funding <http://bit.ly/1fmTGtt>. Other coverage of the app included Mobi Health News <http://bit.ly/1bx3uj1>, MEDCITY News <http://bit.ly/1jI4i8W>, TechVibes <http://bit.ly/1Ygh3U>, Beta Kit <http://bit.ly/1ktjWTI> and Dow Jones <http://bit.ly/19wRyud>.

Postmedia News quoted post-doctoral fellow **Gregory Taylor** in an article about cable and satellite providers being required to offer certain news channels. The item was picked up by Vancouver Sun, StarPhoenix, Montreal Gazette and Edmonton Journal.

The Canadian Press reported that a mobile "abstract learning" application is being developed with assistance from Ryerson to support the Western Hockey League. The item appeared in the Globe and Mail <http://bit.ly/1bVrhFX>, NHL.com <http://bit.ly/JOVVVD> and Yahoo!

Hayden King, Politics, contributed a piece in the Globe and Mail on the topic of First Nations and education <http://bit.ly/1d8LOJH>.

Media Edge reported on "the first Canadian smart grid laboratory on a university campus" at Ryerson's Centre for Urban Energy <http://bit.ly/1dpIMCj>, and Media Planet featured **Dan McGillivray**, executive director, of the Centre <http://bit.ly/18hoQgC>. IPPSO Facto Magazine profiled research at CUE <http://bit.ly/HM3fGs>.

Julia Shin-Doi, general counsel and secretary of the Board of Governors, spoke to the Korean Times Daily about the RODA diversity association <http://bit.ly/19bLawb>.

Wendy Cukier, vice-president of research and innovation, spoke to the Montreal Gazette about the state of the gun registry 24 years after the Montreal massacre.

OMNI News: South Asian Edition interviewed DMZ-based entrepreneur **Shriya Damani**, an item pitched by Public Affairs. Video: <http://bit.ly/IL9CKa>.

Ron Vogel, Politics, was quoted in a Toronto Star article about blackmail's impact on a politician's ability to govern <http://bit.ly/IHtjm2>.

James Nadler, RTA, spoke to the Toronto Star about the increasing number of television shows about superheroes <http://bit.ly/18blb8g>.

Candice Monson, Psychology, was interviewed by CBC Radio about treatment for veterans suffering from PTSD. The item, pitched by Public Affairs, was carried on outlets across the country.

Laurie Petrou, RTA, was quoted in a Chatelaine article about how Canada's top innovators define success <http://bit.ly/18b9Dmy>.

Maurice Mazerolle, TRSM, spoke to CBC News about job cuts at BMO <http://bit.ly/1hzSq9B>. A similar item appeared in MSN News.

The Pittsburgh City Paper reported on the work of MFA graduate **Zanele Muholi** <http://bit.ly/19UOwjJ>.

The DMZ's **Adrian Bulzacki** spoke to Global News about what to expect in new technology in 2014, as an expert pitched by Public Affairs, <http://bit.ly/1gFGUJR>.

Ramona Pringle, RTA, contributed a piece on technology and privacy to the Huffington Post <http://huff.to/1a1RZw8>. She spoke to CTV News Weekend about the competition between gaming consoles, as a faculty expert pitched by Public Affairs. Video: <http://www.ctvnews.ca/video?clipId=1049011>.

Global News reported on research at the National Ballet School by graduate student **Rachel Bar**, pertaining to dance and Parkinson's <http://bit.ly/1d0mxSh>.

The Toronto Star profiled Image Arts alumnus **Phillip Iscove**, creator of the television show *Sleepy Hollow* <http://bit.ly/1bjp7nA>. A similar item appeared on Breakfast Television.

Mediacaster featured the RTA School of Media's partnership with Rogers TV <http://bit.ly/1bfNz8u>.

Krishan Mehta, executive director of the Ryerson campaign, contributed a piece to the Toronto Star on the topic of charities building trust to do good <http://bit.ly/1eRcHE3>.

Julia Spaniol, Psychology, spoke to U.S. Science News on aging and intelligence decline <http://bit.ly/1eR5WID>. A similar item appeared in New Scientist.

Rena Mendelson, Nutrition, spoke to Global News about the dietary value of nuts <http://bit.ly/1eI8BNO>. She was quoted in the Regina Leader Post on the merit of the green bean <http://bit.ly/17MbV9B>.

Steve Tissenbaum, TRSM, spoke to Yahoo! Canada about the potential of Cyber Monday for retail in Canada, as an expert pitched by Public Affairs. He was quoted in a Canadian Press article about the pitfalls of copying Black Friday in Canada; an item carried by CTV News <http://bit.ly/lnQu5h>, Edmonton Journal <http://bit.ly/19b8SF7>, CityNews Toronto and Sing Tao Daily. A CBC segment on the topic was carried across Canada. He also spoke to Global News about men becoming the main household shopper. Video: <http://bit.ly/1abhKtR>.

Hospital News reported on Movember funding for Ryerson research on the topic of men's mental health <http://bit.ly/1ch4mt4>. A similar item appeared in University News.

Grace-Edward Galabuzi, Politics, was quoted in a Mississauga News piece on racism <http://bit.ly/18p97SB>.

Carlo Fanelli, instructor and post-doctoral research fellow, contributed a piece on the Toronto airport expansion to Canadian Dimension <http://bit.ly/1jMcliq>.

The Globe and Mail profiled fashion graduate **Nicole Bridger** and her ethical clothing line for busy professionals with young kids <http://bit.ly/1bYzutK>.

Marc Emond, Access Centre, spoke to CTV News about the benefits of therapy dogs to help students relax before exams, an item pitched by Public Affairs. Video: <http://bit.ly/18UO2xb>. A CTV News Toronto item quoted **Bronwyn Dickson**, counsellor at the Centre for Student Development and Counselling, and **Andrea Moon**, learning strategist <http://bit.ly/1c21j4p>.

DMZ-based entrepreneur **Klever Freire** spoke to Global News about Amazon testing drone technology, as an expert pitched by Public Affairs. Video: <http://bit.ly/1bd7RzD>.

The Financial Post reported on DMZ-based Kira Talent <http://bit.ly/1a6N5hj>. A similar item appeared in Metro New York <http://bit.ly/1dB7z9T>.

Mitchell Kosny, Urban and Regional Planning, and **Nathaniel Bagnell** of DMZ team Physicalytics appeared on Global News discussing Toronto being voted the world's most youthful city, an item pitched by Public Affairs, video: <http://bit.ly/1blpuQc>. DMZ entrepreneur **George Phu** addressed the topic on CBC Radio's Metro Morning.

The Daily Mail UK featured RTA graduate **Chris Hau**, a singer who plays his guitar while surfing <http://dailym.ai/19xtPxQ>.

The Canadian Press quoted **Martin Antony**, Psychology, on the topic of dance therapy, an item picked up by the Toronto Star and Hamilton Spectator <http://bit.ly/1bMsklq>.

Joanne McNeish, TRSM, spoke to World Journal about changes in Canada Post's delivery service <http://bit.ly/1bc30eK>, as an expert pitched by Public Affairs. She also spoke to CBC News <http://bit.ly/1baer6L>, UPI News <http://bit.ly/18LvumX> and MSN News. A CBC Radio segment was carried on outlets across Canada.

The Financial Post reported on DMZ-based startup 500px Inc. <http://bit.ly/1kcoxfm>.

Mary Sharpe, Midwifery, spoke to CBC News about Canada's lone male midwife <http://bit.ly/19sJbDS>.

Student **Michael Chen** published a piece in the Catholic Register on helping the homeless, quoting **Oriana Bertucci**, director of Catholic chaplaincy at Ryerson <http://bit.ly/1kOyE7E>.

Kamal Al-Solaylee, Journalism, appeared on TVO's "Allan Gregg in Conversation With..."

The Canadian Press reported on the transit panel chaired by Ryerson's **Anne Golden**. Pick-ups included CBC News <http://bit.ly/1bB2iHV>, National Post <http://bit.ly/18pJ2Cw>, Hamilton Spectator, Huffington Post, 680 News <http://bit.ly/1bziTLZ>, Global Toronto <http://bit.ly/1kCrJOO> and CityNews Toronto <http://bit.ly/1kCrPFW>.

Janice Neil, Journalism, spoke to the Canadian Press about the CBC's revenues. The item appeared in the Vancouver Sun <http://bit.ly/liDNZ4> and Ottawa Citizen. Her Toronto Star piece on freedom of the press was picked up by Front Page Africa <http://bit.ly/1atfIJQ>.

The London Free Press reported on the Emoti-Chair developed by Ryerson's Inclusive Media and Design Centre <http://bit.ly/1ezMV75>.

La Republica quoted **Gerd Hauck**, Dean of the Faculty of Communication & Design, and **Matt Saunders**, president of Ryerson Futures Inc., in an article on the DMZ <http://bit.ly/1jGG7FI>. The item also appeared in 5dias.com. The Globe and Mail also quoted Saunders about the power of the startup mindset <http://bit.ly/1ixrq1X>.

Berliner Morgenpost reported on the organization behind the "youthful cities" movement, mentioning its partnership with Ryerson <http://bit.ly/1eHC1q>. The item also appeared in Die Welt <http://bit.ly/194wbAf>, Main Post <http://bit.ly/1blspIB>, Frankfurt Neue Press <http://bit.ly/1cr1sjG> and Berlin Online <http://bit.ly/194wn2p>.

The Financial Post reported on the "70 startups at the Ryerson University Digital Media Zone" <http://bit.ly/1biZoNL>.

Henry Giroux, distinguished visiting professor, appeared on *Moyers & Company* discussing his book "Zombie Politics and Culture in the Age of Casino Capitalism" <http://bit.ly/1clcAIN>.

The Canberra Times reported on **Colleen Carney's** research on sleep and depression <http://bit.ly/1cuToOX>. Similar items appeared in Metro Netherlands <http://bit.ly/18nLTMG>, the New York Times (editorial) <http://nyti.ms/1dvX3Rd>, New York Times (article) <http://nyti.ms/1cglDsT>, Brisbane Times <http://bit.ly/17VAsLE>, Sydney Morning Herald <http://bit.ly/1kjefB>, WAtoday.com <http://bit.ly/1bRS8TZ> and Durango Herald. Her research was also featured on ABC news, video: <http://abcn.ws/13QTtl>. Other pick-ups included Psychology Today <http://bit.ly/17Ili5E>, Times of India <http://bit.ly/17HeM06>, India Times <http://bit.ly/1aOP5L3>, National Post <http://bit.ly/1bBrNtk>, Today Online Singapore <http://bit.ly/1eqBuB6>, Medical Daily <http://bit.ly/13G6Qu>, Red Orbit <http://bit.ly/1aIE69B>, Web MD <http://bit.ly/16u0pJ>, EMax Health <http://bit.ly/16uCM5>, Healthfinder.gov <http://1.usa.gov/187K46e>, Health Day <http://bit.ly/17Mfk59>, and Hvg.hu <http://bit.ly/1aR2m5W>.

Sean Wise, TRSM, was quoted in a Star Business Club article on sales of a fizzy, fermented health drink <http://bit.ly/lqu4zU>.

A Globe and Mail article on the Art Canada Institute breathing digital life into our nation's art mentioned **Steven Loft**, Ryerson Trudeau Doctoral Scholar <http://bit.ly/1i3XN1Y>. A Quill & Quire article on bringing Canadian art books online mentioned **Meg Taylor**, academic coordinator of Ryerson's publishing program <http://bit.ly/17Qeg3h>.

Diane Francis, distinguished visiting professor, spoke to Michigan Radio about her new book <http://bit.ly/1iOnFgc>. The Boston Globe reported on her new book <http://b.globe.com/17spv1q>.

Kim Varma, Criminal Justice, spoke to Global News about the 'knockout game' <http://bit.ly/1g3wH6K>.

The Winnipeg Free Press profiled Journalism professor **Gene Allen**'s book on the history of Canadian Press <http://bit.ly/1hdbOZY>.

Medical Physics Web quoted PhD student **Eric Strohm** in an article about thermal techniques to track slow blood flow <http://bit.ly/lgiHeH>. A similar article appeared in PhysicsWorld.com <http://bit.ly/1dtn13O>.

Global's The Morning Show reported on Ryerson students' campaign in support of better public transportation, an item pitched by Public Affairs. Video: <http://bit.ly/17ouArL>. Global News also reported on the initiative <http://bit.ly/18objrf>.

Healthcare Technology reported on Ryerson's artnership with St. Michael's Hospital <http://bit.ly/18D90N>. The item was pitched by Public Affairs.

The Globe and Mail quoted **Jason Nolan** on the way children learn and play <http://bit.ly/1fqJi6w>.

David Amborski, Urban and Regional Planning, spoke to the Toronto Star about Queen West flavour in the financial district <http://bit.ly/1eIZRNK>.

June Komisar, Architecture, spoke to the Toronto Star about Vancouver banning door knobs <http://bit.ly/1h3Jkla>.

South Asian Focus reported on Ryerson/BSE Institute's "The Next Big Idea" project <http://bit.ly/1blbxGT>.

Marie Bountrogianni, interim dean of The Chang School, was quoted in a Toronto Star article on mass online classes <http://bit.ly/1h43880>.

The New York Times quoted **Myer Siemiatycki**, Politics, about Toronto residents' reaction to Mayor Rob Ford's behaviour <http://nyti.ms/1ehSlhH>. He also spoke to the Toronto Star about city hall's transition to new leadership <http://bit.ly/1b7G06o>.

Neil Thomlinson, Politics, spoke to CBC News about Rob Ford's reaction to council stripping him of his powers <http://bit.ly/18nv56i>.

Chris MacDonald, TRSM, spoke to the Toronto Star about comments made by Rob Ford to the media about his home life <http://bit.ly/1aHmJ5r>. He also spoke to CityNews about the Rob Ford scandal. Video: <http://bit.ly/1cZLDVO>.

The Canadian Press quoted **Ivor Shapiro**, Journalism, in an article about the mayor's comments regarding a Toronto Star reporter. The item appeared in the Ottawa Citizen <http://bit.ly/18Bm322>, Chronicle Herald, Maclean's <http://bit.ly/1aUwyO0>, and MSN News.

Oren Amitay, Psychology, was quoted in a Global News segment about how to talk to kids about news surrounding Mayor Rob Ford <http://bit.ly/187Y3a3>.

The Canadian Press reported on a campaign launched at Ryerson to get Canadian students to do at least one hour of physical activity each day. The item was picked up by Metro News <http://bit.ly/1ap2M7G>, 680 News <http://bit.ly/1bKGuxD>, MSN News <http://on-msn.com/185wXCK> and Toronto Star <http://bit.ly/1eeKoPw>.

Huffington Post Business reported on the DMZ and startup Viafoura <http://huff.to/1cULuOF>.

Coleen Clark, TRSM, appeared on BNN's The Close discussing the Canadian premiers' discussions on pension <http://bit.ly/1bKvQXy>.

The Globe and Mail profiled **Vincent Hui's** ARIDO project, an item pitched by Public Affairs <http://bit.ly/1cs5qlm>.

Curator **Steve Loft**, Ryerson Image Centre, spoke to Canadian Art about art, residential schools and reconciliation <http://bit.ly/175xC3Y>.

Shelagh McCartney, Urban and Regional Planning, was quoted in a Grid article on the demand for rental apartments in Toronto <http://bit.ly/1fCcLI0>.

A piece by in the Toronto Star by Jeanne Beker on the topic of Fashion Week at Ryerson's School of Fashion; mentioned Chair **Robert Ott** <http://bit.ly/1e0U6F5>.

A piece by **Alan Shepard**, president and vice-chancellor of Concordia University, in the Montreal Gazette, mentioned the Digital Media Zone <http://bit.ly/17nkW5F>.

Canadian Architect featured an exhibition curated by **Prachi Khandekar**, Architecture <http://bit.ly/1gJglTF>

Distinguished visiting professor **David E. Smith** spoke to CBC News about the senate spending scandal <http://bit.ly/1dd2jVR>. The item also appeared in Huffington Post and MSN News.

Cheri Bradish, TRSM, spoke to the Hamilton Spectator about the marketing campaign for the new Ticats stadium, as a faculty expert pitched by Public Affairs, <http://bit.ly/1dUboUh>.

A CBC News piece on female leaders in Hamilton referenced a Ryerson study on women in leadership <http://bit.ly/1eBZ7GY>.

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