



**BOARD OF GOVERNORS**  
**Tuesday, January 26, 2016**  
Jorgenson Hall – JOR 1410  
380 Victoria Street  
**12:00 p.m. to 1:15 p.m.**

**AGENDA**

TIME	ITEM	PRESENTER	ACTION	Page
<b>12:00</b>	<b>1.</b> <b>IN-CAMERA DISCUSSION</b> (Board Members Only)			
<b>12:05</b>	<b>2.</b> <b>IN-CAMERA DISCUSSION</b> (Executive Group Invited)			
<b>12:15</b>	<b>END OF IN-CAMERA SESSION</b>			
<b>3</b>	<b>INTRODUCTION</b>			
3.1	Chair's Remarks	Janice Fukakusa	Information	
3.2	Approval of the Agenda	Janice Fukakusa	<b>Approval</b>	
<b>12:20</b>	<b>4.</b> <b>REPORT FROM THE INTERIM PRESIDENT</b>	Mohamed Lachemi	Information	
<b>12:30</b>	<b>5.</b> <b>REPORT FROM THE SECRETARY</b>	Julia Shin Doi	Information	
<b>12:35</b>	<b>6.</b> <b>REPORT FROM THE CHAIR OF THE FINANCE COMMITTEE</b>	Mitch Frazer		
6.1	Introduction to the 2016-17 Budget Process	Mohamed Lachemi Chris Evans Paul Stenton Joanne McKee	Information	
6.2	Student Priorities	Mohamed Lachemi Cormac McGee	<b>Information</b>	
<b>12:45</b>	<b>7.</b> <b>REPORT FROM THE INTERIM PROVOST AND VICE PRESIDENT ACADEMIC</b>	Chris Evans	Information	
7.1	Architecture Society Referendum	Heather Lane Vetere Naveed Khan Shivathmikha Suresh	<b>Approval</b>	

Kumar

<b>1:00</b>	<b>8.</b>	<b>REPORT FROM THE VICE PRESIDENT RESEARCH AND INNOVATION</b>	Wendy Cukier	Information
	<b>9</b>	<b>CONSENT AGENDA</b>		
	9.1	Approval of the November 26, 2015 Minutes	Janice Fukakusa	<b>Approval</b>
	<b>10.</b>	<b>FOR INFORMATION</b>		
	10.1	Ryerson Communications Report	Erin McGinn	Information
<b>1:15</b>	<b>11.</b>	<b>TERMINATION</b>	Janice Fukakusa	

**NEXT MEETING OF THE BOARD - March 31, 2015**

As the new year begins, I would like to extend very best wishes to the members of the Board of Governors, with thanks for your outstanding support as Ryerson continues to advance its goals in “Our Time to Lead” by providing innovative and unmatched experiences for our students, alumni, faculty, staff, partners and communities here at home and around the world.

### **APPOINTMENTS**

- Wendy Cukier, vice-president research and innovation, has been appointed president of Brock University, effective September 1, 2016. Wendy has been a Ryerson builder over three decades, playing a significant role in defining areas of the university’s growth – curriculum development, graduate studies, collaborative partnerships, student support, research expansion, and city building – and a leading advocate for social innovation and global citizenship with the renowned Diversity Institute, Ashoka Changemaker Campus, and the Ryerson University Lifeline Syria Challenge. The Ryerson community joins in extending deepest thanks for her exceptional contributions to Ryerson, and all the very best.
- Melanie Panitch, academic co-lead social innovation and strategic outreach in the Faculty of Community Services, and founding director of the School of Disability Studies, has been appointed the John C. Eaton Chair in Social Innovation and Entrepreneurship. Established in 2013 and supported with a \$1 million gift from John C. Eaton and Sally Horsfall Eaton, the position was created to effect positive change in the lives of at-risk youth, their families and communities by integrating innovation and entrepreneurship in social, cultural and political systems – and advancing knowledge, ideas and initiatives that strengthen the voices fighting disadvantage, promoting equity, and recognizing discrimination and prejudice.
- Chris Evans, Department of Chemistry and Biology, has been appointed interim provost and vice-president academic, effective December 1, 2015. Serving as vice-provost academic since 2010, he has been instrumental in Ryerson’s Institutional Quality Assurance Process; the new credentials associated with zone learning and entrepreneurial initiatives; rethinking the undergraduate curriculum to foster student choice; and guiding academic initiatives and working collaboratively across the university to help create and implement the Academic Plan. He joined Ryerson in 1998 and has served as chair of the Department of Chemistry and Biology, and associate dean in the Faculty of Engineering, Architecture and Science.
- Marcia Moshé, associate dean of Arts, students and undergraduate studies, has been appointed interim vice-provost academic, effective December 1, 2015. A recognized leader in undergraduate programming and curriculum development, she is recognized for her focus on students with initiatives such as the Faculty of Arts Student Experience Centre engaging a multidisciplinary team of professionals in helping students work toward their goals; the common Arts foundation shared by 10 undergraduate programs to maximize

student choice in courses and program options; and the newly approved Arts double major. She joined Ryerson in 1983, and has held program director positions since 1996.

## CONGRATULATIONS

- Joanne Dallaire, Shadow Hawk Woman of the Wolf Clan (Doctor of Laws *honoris causa* '11), Ryerson Elder and traditional counsellor, has received two prestigious honours: an Award for Courage from the Herbert H. Carnegie Future Aces Foundation presented on November 18th; and the Aboriginal Affairs Award from the City of Toronto's 2015 Access and Human Rights Awards on December 2nd. The awards recognize leadership in counselling, advising and education, and capacity building with Toronto's aboriginal community.
- Phyllis Yaffe, former Chair of the Ryerson Board of Governors, has been named a Fellow of the Institute of Corporate Directors (F. ICD), in recognition of her excellence and leadership in the boardroom. She was appointed to the Ryerson Board in 2005, serving as Vice-chair and, from 2010, Chair. The Fellowship Award will be conferred June 2 in Calgary.
- Deepa Mehta (Doctor of Laws *honoris causa* '12) esteemed filmmaker and director, received the Toronto Film Critics Association's Clyde Gilmour Award honouring Canadians whose work has enriched understanding and appreciation of film in their native country.
- Order of Canada appointments announced on December 30, 2015 include:
  - Jack Cockwell, (Doctor of Commerce *honoris causa* '04), member of the Board of Governors, for civic engagement in education, conservation and history.
  - Atom Egoyan, distinguished scholar in residence in the Faculty of Communication & Design, for internationally respected filmmaking and mentoring Canadian artists.
  - Barbara Hall (Doctor of Laws *honoris causa* '98), former mayor of Toronto, for human rights leadership and commitment to public service.
  - Margaret MacMillan (Doctor of Laws *honoris causa* '05) author and academic, former Ryerson professor, for contributions to public discourse on history and current affairs.
  - Rohinton Mistry (Doctor of Letters *honoris causa* '12), for acclaimed and award-winning work as an author of international renown.
  - Helen Vari, former member of the Board of Governors, for philanthropic and volunteer contributions, and service to education and culture.

**Student Learning Centre** - The SLC designed by Snøhetta with Zeidler Partnership Architects continues to represent the Ryerson edge with a number of year-end accolades including:

- #1 in the Globe and Mail 2015 list showcasing *Urban Renewal: The best of city building in Toronto*, as "a place is wild enough to stimulate creativity, just quiet enough in the streetscape to age well, and a genuine people magnet;"
- Inclusion in the 2015 *Canadian Architect* round-up of headline stories, as a unique environment for students that gives "an iconic presence to Ryerson University;"
- Winner in the material development and innovation category in the 2015 Ontario Concrete Awards for excellence and innovation, for "angled architectural reinforced concrete columns that span many floor levels and feature complex geometric shapes;"
- #8 on Azure Magazine's "10 Best Buildings of 2015" with glowing descriptions of the unique design and a final paragraph that says it all: "Students were instantly enamoured with the

building. When we were invited to wander the interior with Snøhetta principal Craig Dykers for the official inauguration, every desk, seat and beanbag chair in the 14,000-square-metre centre was already spoken for.”

**DMZ on the podium** – UBI Global, which provides performance analysis of university business incubators around the world, ranked the DMZ third in the world, coming just weeks after naming DMZ the top incubator in North America. Commenting on the decision, UBI cited the fact that “the DMZ performs exceptionally well on a global scale, showing the effect that university-based incubators can have on both local and international startup ecosystems. It supports small businesses by providing tools and resources that generate unparalleled economic impact, playing a vital role in the development of Canadian startups.” The Stockholm-based research organization benchmarks 340 incubators globally, measured against 50 different performance indicators, including talent retention, economy enhancement, post-incubation relationships and startup survival rate.

**GTA Top Employer** – For the second year in a row Ryerson has been named one of the GTA’s top employers. The Greater Toronto Top 2016 Employers competition recognizes employers that lead their industries in offering an exceptional place to work. Winners were announced in a special magazine published in the *Globe and Mail* on December 8th. Ryerson stood out in a year that saw a record number of employers applying for the competition, with more than 8,000 employers invited to participate. Employers are evaluated by the editors of *Canada's Top 100 Employers*, part of Mediabond Canada Inc., using the following eight criteria: physical workplace; work atmosphere and social; health, financial and family benefits; vacation and time off; employee communications; performance management; training and skills development; and community involvement. The competition compares employers in similar fields to determine the ones that offer the most progressive programs. This year, the editors praised Ryerson for establishing the Workplace Wellbeing Services unit to assist employees with issues related to health, disability, sick leave, accommodations and return to work, as just one example of Ryerson’s people-first culture.

**Law School** – An internal consultation and feasibility study is being undertaken at Ryerson on the possibility of launching a Ryerson law school. The proposal is based on the combined experience of the Law Practice Program (LPP) program and the recently launched Legal Innovation Zone as indicative of what Ryerson can contribute to the legal sector. Inspired by the Academic Plan, the university is in a unique position to lead an innovative approach to legal education and build an innovative new model that would be attractive to both students and employers. An article in *Canadian Lawyer* magazine indicates that Ryerson’s exciting track record in pioneering education suggests it might address one of the issues the Canadian Bar Association touched on in its Futures Report, in terms of teaching the next generation of lawyers differently. The next steps following the internal consultation would be discussions with the Federation of Law Societies of Canada, the Law Society of Upper Canada, and the Ontario government.

**City-building** – Three varied initiatives are advancing Ryerson leadership defining city-building in ways that might not always be the first to come to mind, but have the potential to make a significant impact:

- *O'Keefe Lane* – a discussion initiated by Stephanie Steriotis, a Ryerson architectural science student, and Sarah De Vries, a resident at neighbouring Covenant House, has led to a design competition and a new appreciation of heritage. Over the summer, Stephanie and Sarah explored their conceptual idea by spending hours in the Ryerson lane, and came to the university with a plan to turn around the feeling of unsafe and neglected space on a campus reinventing its community environment. The key to the plan was its simplicity, devising a handful of “quick-win” projects: a clean-up of the laneway, improved lighting, emergency call stations, winterizing the lane’s community garden, and new murals by artist Peru Dayer Jalea. The next phase of the project, the *Reimagining O'Keefe Lane* design competition, is accepting submissions until January 20th from teams of Ryerson students and/or Covenant House youth. The project is bringing Ryerson and Covenant House closer together and connecting us with our history. As Sarah De Vries has said, “That lane is Mr. O’Keefe’s legacy. His brewery is the Image Arts building; his mansion house is now student housing. The laneway deserves to be kept and preserved.”
- *Ryerson Public Realm Plan* – The university is undertaking community consultations on a strategy to improve the safety, accessibility and quality of place involving the spaces between buildings on our campus and its surrounding community. The guiding principle is making positive changes in a way that is accessible, engaging, inviting and distinctly Ryerson in look and feel. The online survey asks for responses and ideas in areas such as the design of campus gateways, lighting, public art, materials, wayfinding, open spaces, parks and laneways building on recent development and reflecting the vitality of the university. The Draft Public Realm Plan sets out a flexible toolkit to ensure a consistent approach to improving our public spaces that is distinctly Ryerson. An Open House is being held on January 18th at the SLC (details at <http://ryersonbuilds.ryerson.ca/strategic-framework/>)
- *Energy storage on hydro poles* – A first-of-its-kind pilot project partnering the Ryerson Centre for Urban Energy with energy storage firm eCamion Inc., Toronto Hydro, and the Ontario government through its Smart Grid Fund, is testing a system that allows energy to be stored in a unit that sits on hydro poles. The eCamion storage unit combined with a smart controller developed by Ryerson researchers and students will enable utilities such as Toronto Hydro to store power, integrate more renewable power and improve the reliability of the system. While hydro utilities do not own much land throughout their distribution network, they own their poles, and on networks starving for energy storage the poles provide utilities with an excellent, rent-free space for upgrades where their distribution systems need them most. The project is providing innovative experiential learning for Ryerson students and has potential benefits for charging electric vehicles, and helping nations such as Brazil, China and India, deal with emissions and electricity supply issues.

#### ***from the Interim President's Calendar***

*December 1, 2015:* At the Centre for Urban Energy we met with Juan Macias, the new president of Schneider Electric (Canada) to discuss progress in the Smart Grid laboratory and the potential for expanding collaboration.

*December 3, 2015:* The Hon. Tracy MacCharles, Minister of Children and Youth Services and Minister Responsible for Women’s Issues, joined Ryerson for the Mind & Action panel on

violence against women, the first in a series designed to engage our campus and broader communities on the discussion and development of preventive strategies and solutions.

*December 4, 2015:* Syrian refugee Hany Al-Moliva and American photojournalist Brendan Bannon were at Ryerson for a meeting arranged by Jim Turk, distinguished visiting professor in the School of Journalism, on the humanitarian challenge and the Ryerson response.

*December 4, 2015:* Ryerson honoured Canada's National Day of Remembrance and Action on Violence Against Women with the annual candlelight vigil at the Tree of Hope, this year dedicated to Missing and Murdered Indigenous Women and the duty we owe their cause.

*December 11, 2015:* Ryerson hosted Dr. Reha Alkan, Rector of Hittit University in Turkey, to discuss opportunities for academic collaboration.

*December 14, 2015:* The Hon. Bardish Chagger, Minister of Small Business and Tourism, came to Ryerson to tour the DMZ to share ideas for growing small enterprise development.

*December 14, 2015:* Former premier Dalton McGuinty and social innovator Helen Burstyn met with me to discuss their interest in Ryerson's innovation agenda and initiatives.

*December 14, 2015:* I attended the Council of Ontario Universities (COU) executive heads dinner with Dr. Reza Moridi, Minister of Research and Innovation, and Minister of Training, Colleges and Universities.

*December 16, 2015:* At the invitation of Malcolm MacKillop, Shields O'Donnell MacKillop LLP, Abdullah Snobar and Fil Varino of the DMZ joined me in a meeting to discuss sponsorship and engagement opportunities.

*December 17, 2015:* Mark Garner, Executive Director and Chief Staff Officer of the Downtown Yonge BIA came to campus for an introductory meeting with me as interim president, to express support for our shared dedication to city building and community progress.

*December 17, 2015:* Ryerson hosted the York Region Rapid Transit team for a tour of the Student Learning Centre and a discussion at the DMZ about our innovation agenda.

*December 18, 2015:* We met with the Hon. Bill Morneau, Finance Minister and MP Toronto Centre, to offer greetings and begin to make the case for funding for capital and startups.

*December 21, 2015:* Chitwant Kohli, senior vice-president enterprise operations and payments, Royal Bank of Canada, came to campus to discuss potential collaboration in big data.

*December 22, 2015:* Ryerson met at City Hall with Mayor John Tory, his team and city councillors to follow up the Ryerson Theatre School proposal for new accommodations.

*December 22, 2015:* Alan MacGibbon vice chair and strategic advisor, Osler, Hoskin & Harcourt LLP met with me to express the firm's interest in collaboration on our innovation initiatives.

*December 23, 2015:* Sara Azimi, first year engineering, consulted with me regarding her project on concrete for a student competition.

*December 23, 2015:* Martin Cohn, Queen's Park columnist for the Toronto Star, asked for a meeting to discuss Ryerson's distinctive approach to learning, and his interest in mentoring.

*January 11, 2016:* I attended a ‘four presidents dinner’ with Sara Diamond, Meric Gertler, and Mamdouh Shoukri, to explore shared priorities and opportunities among GTA institutions for collaborative projects on student issues like transportation and affordable housing.

*January 13, 2015:* With the release of *Focus on Outcomes, Centre on Students: Perspectives on Evolving Ontario’s University Funding Model*, Ryerson participated in the executive heads teleconference with report author Sue Herbert arranged by COU.

*January 13, 2016:* At the invitation of Torys LLP, I attended an event for recently elected MPs to extend greetings, and have the chance to share Ryerson achievements and priorities.

*January 14, 2016:* It was wonderful to offer a welcome at the new faculty orientation, and to recognize the contributions our academic colleagues are making on a continuing basis to advance Ryerson teaching, scholarship, partnership and global impact.

*January 14, 2015:* At the Joe Fresh Centre innovator meet-and-greet, Ryerson’s culture of experiential learning and industry partnership was exemplified in the new environment and the first cohort taking the model forward with access to 360-mentorship for fashion startups.

*January 14, 2016:* I attended an evening with the Rt. Hon. Justin Trudeau, prime minister of Canada, co-chaired by Board of Governors member Mitch Frazer, Malcolm MacKillop of Shields O’Donnell MacKillop LLP, and CBC commentator and entrepreneur Amanda Alvaro.

*January 15, 2016:* Ryerson was pleased to host Jim Milway, COO of the Archdiocese of Toronto, regarding our student residence initiative, preparatory to my meeting with His Eminence Thomas Cardinal Collins later this month.

*January 15, 2016:* Dr. Dante Morra, Trillium Health Partners new Chief of Medical Staff, and a professor of both medicine and business, met with me to discuss our partnership and learning models and our collaboration with St. Michael’s Hospital.

## **Academic Administrative Appointments**

### **Chris Evans, Interim Provost and Vice-President Academic**

Chris Evans was appointed interim provost and vice-president academic on December 1, 2015. He served as vice-provost academic since 2010.

As vice-provost academic, Chris has been instrumental in the implementation of Ryerson's Institutional Quality Assurance Process; the development of new credentials to bring the entrepreneurial activities associated with zone learning into the curriculum; and he initiated a major rethinking of Ryerson's undergraduate curriculum structure to foster greater student choice and to increase creative design of the undergraduate curriculum.

During the development of the Academic Plan, *Our Time to Lead*, Chris contributed ideas and strategic advice on directions to the evolving planning framework and was an active contributor to, and facilitator of, the wide consultation process on the plan's priorities.

Chris joined Ryerson in 1998 as associate professor in Chemistry, was appointed chair, Department of Chemistry and Biology in 2003 and in 2007 was named associate dean, Faculty of Engineering, Architecture and Science.

He holds a PhD in Chemistry from the University of Ottawa.

### **Marcia Moshé, Interim Vice-Provost Academic**

Marcia Moshé began her term as interim vice-provost academic on December 1, 2015 after serving as associate dean of Arts, students and undergraduate studies, since 2007. Marcia has more than 16 years of experience in university administration at Ryerson and the Faculty of Arts, and is a recognized leader in undergraduate programming and curriculum development.

In her role as associate dean of Arts, Marcia has provided visionary leadership in all academic matters relating to undergraduate programming in Arts, and in consultation with the Dean and the Dean's Council, has developed and implemented unique strategies to enhance undergraduate programs, curricular development and new approaches to student support and advancement.

She has a passion for improving the student experience, and in 2007 proposed and established the Faculty of Arts Student Experience Centre, comprised of a multi-disciplinary team of professionals who provide services that assist Arts undergraduate students in working toward their academic, career, and personal goals; she helped develop the one-year common Arts foundation, which maximizes student choice in courses, minors, and program options; and she played a leading role in the development of the recently approved Arts double major.

Marcia completed her doctoral studies in Psychology at York University.

## MEMORANDUM

To: Board of Governors

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

Subject: University Governance Reports

Date: January 26, 2016

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There were three significant reports released in the Fall of 2015 in connection with university governance:

1. Report of The Honourable Stephen Goudge on Review of Presidential Compensation Practices at the University of Western Ontario released on September 28, 2015 (the “Western Report on Presidential Compensation”);
2. Report of The Honourable Lynn Smith (the “Independent Fact Finder”) on Alleged Breaches of Academic Freedom and University Policies at the University of British Columbia dated October 15, 2015 (the “UBC Report on Alleged Breaches of Academic Freedom and University Policies”); and
3. Report of the Governance Review Task Force of the University of Western Ontario dated November 19, 2015 (the “Western Governance Review Report”).

The following is a brief summary of the reports, a copy of each of which is attached, and the implications and next steps for Ryerson.

### **I. The Western Report on Presidential Compensation**

The University of Western Ontario appointed The Honourable Stephen Goudge (“Goudge”) to conduct an independent review of presidential compensation. The review was initiated due to President Amit Chakma being paid in cash instead of taking his year of administrative leave.

#### **1. Recommendations**

Goudge’s recommendations include the following:

- a) The Chair and members of the committee dealing with compensation should be armed with informed views about how the university community may react to what the committee proposes. The President can advise the Chair and the

committee in that regard. Also, the Secretary can assist the Chair to identify the appropriate people to consult and to facilitate the Chair's consultations.

- b) The university's legal counsel should be consulted as negotiations for a senior executive contract near conclusion.
- c) Once the committee dealing with compensation concludes a senior executive contract, it should then be tabled with the full Board of Governors for information.
- d) Administrative leave should be made explicit in a presidential contract.
- e) Taking administrative leave as salary alone should not be permitted.
- f) The president, with the consent of the university, has the option of deferring earned administrative leave to the end of his or her full administrative service.
- g) There are a number of scenarios that may arise at the end of a president's administrative service and can be provided for in the presidential contract.

Goudge concluded that Western's contractual provision granting the president a year of administrative leave at full salary for a term of administrative service is in line with peer institutions. Its provision for monetizing that leave was not.

## **2. Implications for Ryerson**

Ryerson's president's contract does include an administrative leave but does not include a provision for monetizing that leave. The president's contract is tabled with the full Board of Governors for information. All senior executive contracts are available for review from the Secretary of the Board of Governors.

Ryerson's executive compensation process includes advice from the president. Ryerson's legal counsel is involved in the review of senior executive contracts prior to conclusion. Ryerson will consider scenarios at the end of a president's administrative service to ensure that its practices are consistent with institutional practices across the sector.

## **II. The UBC Report on Alleged Breaches of Academic Freedom and University Policies**

The UBC Report arose in connection with Professor Jennifer Berdahl's publication of a blog, "Did President Arvind Gupta Lose the Masculinity Contest?" in connection with the resignation of UBC's president after a year in office (<http://jberdahl.blogspot.ca/2015/08/did-president-arvind-gupta-lose.html>). The Chair of UBC's Board, John Montalbano, subsequently telephoned her about his deep concerns with respect to her blog post. The Chair had a pre-existing positive relationship with Professor Berdahl as she was the recipient of the Montalbano Professorship in Leadership Studies: Gender and Diversity which the Chair had endowed.

The Dean's Office of the Sauder School of Business also telephoned Professor Berdahl about the Chair's concerns. Professor Berdahl subsequently published a blog, "Academic Freedom and UBC" about these events on August 17, 2015 (<http://jberdahl.blogspot.ca/2015/08/academic-freedom-and-ubc.html>).

On August 25, 2015, UBC and the Faculty Association of UBC retained the Independent Fact Finder to conduct an investigation into whether the Chair and individuals in the School of Business conducted themselves in a manner that violated any provision of the collective agreement and policies including whether Professor Berdahl's academic freedom was interfered with in any way.

### **1. Conclusions of the Independent Fact Finder**

The Independent Fact Finder concluded at page 3 of the report,

- a. UBC failed in its obligation to protect and support Professor Berdahl's academic freedom. The Collective Agreement Preamble creates a positive obligation to support and protect academic freedom. Through the combined acts and omissions of Mr. Montalbano, the named individuals in the Sauder School, and others, UBC as an institution failed to meet that obligation with respect to Dr. Berdahl's academic freedom.
- b. Mr. Montalbano, on his own, did not infringe any provision of the Collective Agreement, the UBC Statement on Respectful Environment, or any of the applicable university policies.
- c. No individual in the Sauder School of Business identified by the Faculty Association, on his or her own, infringed any provision of the Collective Agreement, the UBC Statement on Respectful Environment, or any of the applicable university policies.

### **2. Actions by UBC**

UBC in a media release dated October 15, 2015 stated that UBC will be guided by these conclusions and will take certain actions. UBC will hire a specialist who will proactively work with faculty, staff and the board of governors to ensure that academic freedom is safeguarded and preserved at UBC. UBC will create an education program on how to protect academic freedom. UBC will develop an online tool to access information on academic freedom and develop a module on academic freedom.

### **3. Implications for Ryerson**

We are planning a session on the meaning of "academic freedom" for the Board of Governors.

We have reviewed Ryerson's *Coordination of Donation Appeals and Gift Acceptance Policy*. The policy does protect and uphold academic freedom.

The policy states,

The University values and will protect its academic freedom, integrity, and autonomy, and does not accept gifts when a condition of such acceptance would compromise these fundamental principles.

The University does not accept any gifts:

Whose conditions of acceptance violate the letter or spirit of the University's policies on equity, freedom of expression and freedom of academic inquiry.

### **III. The Western Governance Review Report**

Western's Board established the Governance Review Task Force in response to issues and concerns about governance that were triggered by decisions with respect to the president's compensation.

#### **1. Recommendations**

The Governance Review Task Force made numerous recommendations in three areas: relationships and communications with the community; structure of the Board and delegation of authority; and role of the Board and Board members.

#### **2. Implications for Ryerson**

Many of the recommended actions are consistent with the current governance practices of Ryerson's Board of Governors. We are meeting internally to discuss the recommendations further so that Ryerson's governance practices are in keeping with best practices.

# **REPORT**

## **Review of Presidential Compensation Practices at the University of Western Ontario**

**Hon. Stephen Goudge, Q.C.**  
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## **Review of Presidential Compensation Practices at the University of Western Ontario**

### **Introduction**

On April 22, 2015, I was appointed by the Board of Governors of the University of Western Ontario to conduct an independent review of certain aspects of presidential compensation at Western.

The review was initiated by the Board following the many expressions of serious concern raised by the decision of the President to draw a payment of 100% of his base salary at the end of his first term, in lieu of a year of administrative leave, by mutual consent and in accordance with the terms of his contract with Western.

My terms of reference read as follows:

### **Terms of Reference**

The scope of the independent review is to consider and respond to the following questions:

1. Are Western University's presidential compensation practices (including but not limited to salary, benefits and post-service provisions) in line with those of peer institutions?
  
2. Does the Board of Governors have the appropriate accountability and reporting mechanisms in place with respect to executive compensation? If

not, what other mechanisms should be in place and/or what amendments to our current processes might be appropriate?

3. (a) Is a contractual provision that grants a year-long administrative leave at 100 percent of salary for each term in line with university presidents' contracts offered by peer institutions?
- (b) Is a provision that permits salary to be paid in lieu of taking a leave in line with presidential contracts offered by peer institutions?
- (c) In satisfying the contractual provisions for an administrative leave for a sitting president in each term, what options are appropriate with respect to such leaves between terms?

In conducting my review, I have been given full cooperation by all at Western. I have had full unimpeded access to all the information I considered relevant.

Through the very helpful efforts of the University Secretary, I have obtained a significant number of contracts of senior administrators at other universities in Canada. With the able assistance of Deborah McKenna, a lawyer at Paliare Roland, I have conducted a detailed review of those contracts. I am very grateful to her. My review provides a basis of comparison with the experience at Western.

To acquire as full an appreciation as possible of the factual context for my review I held a large number of interviews with senior officials at the University and leaders of the major stakeholders in the Western community. A list of those I consulted is attached as

Appendix A to my report. I express my thanks to all of them for their candour and their fundamental desire to serve Western's best interests.

In addition, I received and reviewed a large number of individual expressions of opinion from members of the Western community who responded by e-mail to my open invitation to comment. I am grateful to them as well.

I have found this information all very useful in the discharge of my mandate. Needless to say however, the recommendations that follow are entirely my own. In advancing them, I have sought to speak to the future in the hope that as a result of this painful episode, Western can move forward even stronger than it was.

### **The Factual Context**

Dr. Amit Chakma was appointed President and Vice Chancellor effective July 1, 2009. Prior to that, he served as Vice President Academic and Provost of the University of Waterloo.

The first step leading to Dr. Chakma's appointment was a search process conducted by a Selection Committee of the Board of Governors that was struck in November 2007. It was made up of members elected by the Board and members elected by the University Senate. The Selection Committee unanimously recommended to the Board of Governors that Dr. Chakma be appointed to a five year term as President of Western.

The Senior Operations Committee of the Board then negotiated the terms of his appointment with Dr. Chakma. Once that was concluded, that Committee

recommended his appointment on those terms to the Board of Governors and the Board agreed.

At Western, the Board of Governors has formally delegated to the Senior Operations Committee the responsibility for negotiating and approving the contract with the President. The Senior Operations Committee is a standing committee of the Board. It is chaired by the Chair of the Board and is made up of the Vice Chair of the Board and the Chairs of the other standing committees of the Board. There are no members of the academy on the Committee.

Dr. Chakma's appointment contract, dated July 10, 2009, contained the following term concerning administrative leave:

#### **11. Administrative Leave**

- 11.1 Administrative leave will be accrued at 2.4 months for each year of completed employment as President in the Term provided that no accruals will be earned for any period during which Dr. Chakma is Totally Disabled. Dr. Chakma will be entitled upon completion of the five (5) year Term to take this administrative leave or to receive a payment in cash, less applicable deductions, equal to the base salary in the last year of the Term, to be paid in a manner to be determined by the University. If Dr. Chakma's contract is renewed for a second Term, these provisions for administrative leave may be carried forward, with the consent of the University, to the end of the second Term.

It appears that this term was not the subject of any significant discussion in the negotiation of Dr. Chakma's original appointment contract. It is also worth noting that his contract with the University of Waterloo contained a very similar provision.

In 2012, the Senior Operations Committee struck a President's Review Committee to consider Dr. Chakma's re-appointment to a second five year term. It was made up of members of the Senior Operations Committee and representatives of the faculty, staff and students. In November 2012, it recommended Dr. Chakma's re-appointment to the Board of Governors for a second five year term. The Board agreed.

The resulting renewal of appointment letter is dated April 26, 2013 and is signed by the then Chair of the Board. Dr. Chakma agreed to it on May 1, 2013 and it then constituted his renewal of appointment contract. It provided that his second term was to commence July 1, 2014. The renewal of appointment contract stated that the terms of his initial contract would continue, subject to several changes. One related to administrative leave, and provides as follows:

- Pursuant to Section 11.1 of the Appointment Contract, the administrative leave you have earned in respect of your first term shall be carried forward to the end of the Term including your additional year of service pursuant to Section 5.6(a) Special Executive Pension.

Again it appears that this term was not the subject of much discussion between the then Chair and Dr. Chakma. It was requested by Dr. Chakma as perhaps having a positive impact on his ultimate pension benefits and was agreed to as one change that could be

made in the face of the freeze on broader public sector remuneration that had been imposed by provincial legislation.

A year later, discussion took place between President Chakma and the new Chair of the Board, Charaq Shah, about the possibility of Dr. Chakma taking his administrative leave entitlement in the form of cash payment rather than deferring his entitlement to the end of his second term as President. It appears that the objective was to provide Dr. Chakma with means to enhance his pension contributions. Advice was sought from outside legal counsel who indicated that the legislation freezing broader public sector remuneration did not prohibit this.

As a result, on June 30, 2014 the Chair sent Dr. Chakma a letter amending his renewal of appointment contract. It provides as follows:

- Pursuant to Section 11.1 of the Appointment Contract dated July 10, 2009, the administrative leave you have earned in respect to your first Term will be paid in cash, less applicable deductions.

Because this way of dealing with administrative leave was an option contemplated in President Chakma's original appointment contract, it was not thought that Senior Operations Committee approval was required. However the result was an amended renewal of appointment contract. This contract was then acted upon. The consequence was that in the year commencing July 1, 2014 the President received the base salary for the year of administrative leave earned over his first term and his salary for the first year of his second term.

When this came to light in the spring of 2015, one consequence was my appointment to conduct this review. In doing this, my consultations have left me with two broad conclusions. First those who participated in the amending of the President's renewal of appointment contract acted entirely in good faith. Second, underpinning the deep concerns that resulted was the sense that a contractual provision for administrative leave ought to be for leave and salary, not simply salary and that this was particularly so in a very constrained fiscal environment.

### **Western's Presidential Compensation Practices**

Comparing Western's presidential compensation practices with those of peer institutions can be done both from the perspective of the process used and from the perspective of the substantive provisions that have resulted.

In my view, to be useful, these comparisons must focus on the big picture, both for process and substance. Detailed comparison of the practices of large complex institutions, each with its own history and procedures, will undoubtedly turn up many differences. Not only is that inevitable. It is also desirable because a university must have the freedom to adapt its practices to its own specific circumstances.

The same is true for any line-by-line comparison of individual contracts. Each is negotiated in an individual context and its terms will inevitably reflect that.

Rather the comparisons that are useful relate, I think, to the fundamentals: is Western's basic process for determining presidential compensation comparable to that of its peers; and is the substance of the results generally in line with its peers.

Turning to the process comparison, as I have described, at Western the responsibility for presidential contracts has been delegated to the Senior Operations Committee. Many of Western's peer institutions, including most of the larger ones, operate the same way, although an almost equal number leave this responsibility with the Board. A few delegate it to the Chair of the Board of Governors alone. This is the fundamental process comparison that matters. My view is that in this, Western is in line with its peer institutions and need not be changed. Subject to what I later propose, I think the present process is appropriate for an institution of Western's size and complexity. Requiring the full Board of Governors to undertake the task is likely to be unwieldy, inefficient and may put the necessary confidentiality of the process at risk.

That is not to say however that the present process cannot be improved in light of the unfortunate events that led to my review. In the next section of my report, I will describe the changes that I think should be made.

A substantive comparison of Western's presidential compensation practices yields much the same conclusion. Western is generally in line with its peer institutions. Presidential contracts all deal with the basics of appointment, term, compensation, faculty position, pension duties, and fringe benefits. Unsurprisingly, there is some considerable variation among the institutions on many of these items. But in general, all universities, including Western, can be said to be comparable. Moreover, where dollars are concerned, the governing provincial legislation is, at least at present, the circumstance of overwhelming importance. It would appear to make very challenging any attempt to address individual difference among institutions.

For these reasons, I think that, in general, Western's presidential compensation practices are in line with those of its peer institutions.

### **The Board of Governors' Accountability and Reporting Mechanisms**

In my view, the events of the last two years point to three changes that need to be made at Western in the way executive compensation, particularly the President's contract, is negotiated, approved and reported on.

The first recommendation concerns the way senior executive compensation contracts, including the President's contract, are negotiated. That is the responsibility of the Senior Operations Committee, a process which is in line with many of Western's peer institutions. As I have said, that serves the efficiency and confidentiality of the negotiating process and I would not change it.

As well, membership on the Senior Operations Committee does not include anyone from the academic community at Western. This serves to avoid any conflict of interest in negotiating these contracts. Again I do not think this needs to be changed.

However, the interviews I conducted made clear that the breadth and depth of the reaction in the Western community to what the President's contract permitted took those involved in negotiating it by complete surprise. That should not have happened.

It is important to try to fix that for the future. The Chair and the members of the Senior Operations Committee are in a sense outsiders to the University community. It is therefore important that in negotiating senior executive contracts they be armed with informed views about how those in that community may react to what the Committee

proposes to commit to. That was missing here. Correcting it simply requires better information flow and better communications, both of which promote sound governance.

For contracts other than his or her own, the President, who advises the Senior Operations Committee on these matters, can help supply that information. That cannot be expected when it comes to the President's own contract.

To fill this information gap, I recommend that when a senior executive contract is being negotiated, particularly that of the President, the Chair of the Committee is required to consult on a confidential basis with a sufficient number of members of the university community to inform himself and the Committee of how the community may react to what it proposes to do. It should be the role of the University Secretary to assist the Chair to identify the appropriate people to consult and to facilitate the Chair's consultations with them. It will also be useful, I think, to have those consultations take place earlier rather than later in the negotiations, to minimize the risk that positions advanced will have to be withdrawn.

This proposal would not change the decision-making authority of the Senior Operations Committee. It does, however, minimize the risk of a repetition of what happened here, namely that the reaction of the University community to a senior executive contract, in this case the President's Amended Renewal of Appointment Contract, comes as a complete surprise to those who negotiated it.

The second recommendation I make addresses the fact that the Amended Renewal of Appointment Contract made June 30, 2014 did not receive the approval of the Senior Operations Committee, although it is that Committee that has the responsibility for it.

My interviews suggest that this mistake arose from a simple misunderstanding with outside counsel about what Western's governance rules required for the new contract made on June 30, 2014. To avoid a repeat of this mistake in the future, University Legal Counsel should be consulted as negotiations for a senior executive contract near conclusion. That did not happen here. University Legal Counsel is best placed to determine both the legal status of the result of negotiations and what Western's governance rules require in the circumstances. Outside counsel's familiarity with the latter is likely to be minimal. However both are important. The fix is to involve University Legal Counsel in this way.

My third recommendation addresses the fact that once the Amended Renewal of Appointment Contract was concluded on June 30, 2014, members of the Board of Governors were unaware of its terms until the controversy erupted in the open a year later. That should not be repeated.

Avoiding a repeat of this is easily done. Once the Senior Operations Committee has concluded a senior executive contract, it should then be tabled with the full Board of Governors for information. Doing so is simply in the best interest of sound reporting and transparent governance.

### **The Administrative Leave Provision**

The unfortunate events that unfolded over the last two years had their genesis in the administrative leave provision contained in President Chakma's original appointment contract.

I will address whether in respect of this term, Western is in line with peer institutions and what alternatives to that term might be more appropriate.

Dr. Chakma's original appointment contract contained the provision for administrative leave that I have quoted above, which was carried over to his renewal of appointment contract and its amendment. The basic component of this contractual term was that over the five year term of service, the President would earn an entitlement to a year of administrative leave for which he would receive his base salary. My examination of other presidential contracts reveals that this component, or something very like it, is very common. By way of example, in Ontario, such a component is contained in fifteen of the sixteen presidential contracts to which I have had access. However, it must be said that beyond this basic component, the details of the term vary considerably amongst peer institutions.

Dr. Chakma's appointment contract also gave him the option to receive payment of his base salary rather than taking his administrative leave. In this event, the University's only right was to determine the manner of payment.

As I have described, in his renewal of appointment contract it was agreed that rather than take either option (administrative leave with pay or simply the pay), the President would carry over the administrative leave entitlement he had earned to the end of his second term.

However, in his Amended Renewal of Appointment Contract, it was agreed that this be changed and that the President would immediately receive his base salary in lieu of the administrative leave he had earned.

My examination of other presidential contracts leads me to conclude that the President's right in his original contract to monetize the administrative leave earned for his first term, and to do so at the start of his second term is not in line with the practice at most peer institutions. Only a very few of those institutions contemplate such a possibility. One, however, was the University of Waterloo where both the then President of Waterloo and Dr. Chakma had contracts according them this right.

In other words, the right to monetize earned administrative leave on renewal of an administrative term is rare among Western' peer institutions. Indeed, many of those institutions presume or even require that administrative leave earned during a first term of service not only not be monetized, but be deferred to be taken at the end of any renewal term. In addition, several institutions explicitly emphasize that administrative leave has a purpose beyond salary and spell out that purpose, for example to permit return to the academic and scholarly responsibilities of the individual.

This comparison clearly shows that it is standard in a presidential contract in Canada today that at the conclusion of a term of administrative service, the President will have earned the entitlement to take a year of administrative leave with full salary. Beyond that basic provision however, my review has led me to conclude that there are a number of additions and clarifications that should be added, in the best interests of both the University and the President.

First, I recommend that in future the purpose of this administrative leave be made explicit. The articulation should be negotiated and indeed may vary president to president. It may include for example, re-engaging the President's scholarly activity or

reflecting on the concept of leadership or service to the broader post-secondary system (although, as with sabbatical leave, income other than the President's salary would be for the University). Such purposes carry benefit both for the individual but also for the University. It would also clarify that during the period of administrative leave an acting President would be appointed.

Making the purpose explicit would prevent debate over the way administrative leave is taken, and whether it is being taken in a way that is contrary to its true purpose. A good deal of the controversy about which I heard in my interviews reflected just such a debate.

Second, with one exception to which I will come, I do not think that taking administrative leave as salary alone should be permitted. In other words, I do not think presidential contracts should permit the monetizing of administrative leave. However elastic the notion of administrative leave may be, I have difficulty stretching it to encompass deferred compensation. If a President were to be provided with a year's salary on completing an administrative term, I think transparency would require that it be described as what it is, namely deferred compensation, rather than administrative leave.

Third, I think it is sound policy that, with the consent of the University, the President has the option of deferring earned administrative leave to the end of his or her full administrative service. When a President is renewed for a second term that would allow the President to preserve what he or she has earned, if it is agreed that continued uninterrupted service is important for the University.

My fourth recommendation about administrative leave focuses on the end of a President's full administrative service. A number of alternatives may arise and can be provided for in the presidential contract:

- (a) If the President is returning to an academic position in the University, the administrative leave he or she has earned but has not yet enjoyed would simply then be taken.
- (b) If the President is leaving the University immediately to take employment elsewhere, any outstanding administrative leave entitlement would be waived. The President would be giving full care and attention to his or her new employer and would not be able to fulfil the purposes of administrative leave.
- (c) If the President is leaving to retire, the situation presented by administrative leave that has earned but not taken is more challenging. The notion of leave no longer applies. What is left is the payment of salary, what I have called the monetizing of administrative leave.

I think the fair outcome in that circumstance is that the President should receive the salary for the administrative leave earned but not taken, but at a discounted rate, perhaps 50%. That would recognize that the President has earned something of value and is not leaving to serve another institution. It would also recognize that members of the academy often never really "retire" but frequently continue to make valuable contributions

to knowledge during retirement. To that extent the purpose of administrative leave would be served.

However, in this circumstance I think it would be appropriate to pay out the salary for the earned administrative leave over the years of leave that have been earned. If, for example, two years of administrative leave have been earned, the payout would be over two years. Then, if during that period of time the individual leaves retirement for employment elsewhere the unpaid balance would be waived, just as it would have been if the employment elsewhere had been taken up immediately.

- (d) Finally, while I have addressed three alternative scenarios at the end of full administrative service, life being what it is I know that this is unlikely to be an exhaustive list. Thus I recommend that the President's contract permit the President and the University, at the end of his or her administrative service, to negotiate an agreed outcome for any administrative leave earned but not taken. This will allow for unanticipated circumstances to be provided for. Hopefully, the principles underpinning the recommendations I have made may provide some helpful guidance in such a circumstance.

In summary, therefore, Western's contractual provision granting the President a year of administrative leave at full salary for a term of administrative service, is in line with peer institutions. Its provision for monetizing that leave is not. However, there are additions

and clarifications that can be made that I suggest are in the interests of both the University and its President.

### **Conclusion**

I began my review in an unfortunate atmosphere of significant crisis. While challenges remain, my work over the last few months has left me with a sense that all at Western are now focused on how to assist the University to put this episode behind it and move forward, to make Western even stronger than it has been. If the process of my review and my recommendations in this report can help with this, I will be very gratified.

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Hon. S.T. Goudge, Q.C.

**APPENDIX A**  
**INTERVIEWS CONDUCTED**

1. Adams, Jeremy	Board of Governors
2. Armstrong, Souzan	Board of Governors
3. Beynon, Carol	Board of Governors
4. Birrell, Irene	University Secretary
5. Capone, John	Vice President, Research
6. Carmichael, Tom	Dean of Information and Media Studies
7. Chakma, Amit	President
8. Chakraborty, Endranil	Vice President, Society of Graduate Students
9. Cole, Kelly	Vice President, External
10. Coxford, Stephen	Past Chair, Board of Governors
11. Darnell, Regna	Board of Governors
12. Deakin, Janice	Provost and Vice President, Academic
13. Dean, Charmaine	Dean of Sciences
14. Doesken, John	Vice Provost, Academic
15. Eberhard, John	President, Alumni Association
16. English, Jonathan	Board of Governors
17. Gainey, Laura	Board of Governors
18. Grindrod, Susan	Board of Governors
19. Hassan, Hammy	Vice Chair, Board of Governors
20. Hearn, Alison	President, Faculty Association
21. Helland, Matt	President, Students Council
22. Hinein, Tamara	President, Society of Graduate Students

23. Jarrett, Steve	University Legal Counsel
24. Jenkins, Paul	Board of Governors
25. Kennedy, Bob	Dean, Ivey Business School
26. Knowles, Jim	Board of Governors
27. Kulczyki, Gitta	Vice President, Resources and Operations
28. Lassonde, Christian	Board of Governors
29. Lerner, Michael	Board of Governors
30. McMullin, Julie	Vice Provost, International
31. Milde, Michael	Dean of Arts and Humanities
32. Miller, Linda	Vice Provost, Graduate Studies
33. Noble, Michelle	Past Chair, Board of Governors
34. O'Brian, Jane	Assistant Vice President, Human Resources
35. Patterson, Bonnie	President, Council of Ontario Universities
36. Perinpanayagam, Meg	President, Staff Association
37. Schwean, Vicki	Dean of Education
38. Scott, Iain	Dean of Law
39. Shah, Chirag	Chair, Board of Governors
40. Steeves, Catherine	Chief Librarian
41. Strong, Michael	Dean of Medicine
42. Sutherland, Thomas	Board of Governors
43. Timney, Brian	Dean of Social Sciences
44. Toswell, Jane	Board of Governors
45. Weece, Jim	Dean of Health Sciences
46. Weedon, Alan	Vice Provost, Academic Planning, Policy and Faculty
47. Wilson, Matthew	Board of Governors

Summary of the fact-finding process and conclusions regarding  
alleged breaches of academic freedom and other university policies  
at the University of British Columbia

The Honourable Lynn Smith, Q.C.  
October 15, 2015

## **A. Terms of Reference and Process**

The parties (UBC and the Faculty Association of the University of British Columbia (UBCFA)) asked me to conduct, as an independent fact finder, an impartial, full, and complete investigation into the following matter:

Whether Mr. John S. Montalbano, Chair of the Board of Governors, and/or individuals in the School of Business identified by the Faculty Association, conducted themselves in the events following Professor Jennifer Berdahl's publication of her blog on August 8, 2015 in a manner that violated any provision of the Collective Agreement, the UBC Statement on Respectful Environment, or any applicable University policies including whether her academic freedom is or was interfered with in any way.

The Terms of Reference may be found as a pdf online at the UBCFA's website at [http://www.facultyassociation.ubc.ca/docs/Terms of reference signed.pdf](http://www.facultyassociation.ubc.ca/docs/Terms%20of%20reference%20signed.pdf), or at UBC's website at [http://president.ubc.ca/files/2015/08/tor\\_fact\\_finding.pdf](http://president.ubc.ca/files/2015/08/tor_fact_finding.pdf).

When framing the Terms of Reference the parties were aware that this had become a matter in which there was considerable public interest. At the same time, investigations into employment-related matters require respect for privacy rights. The parties attempted to design a process that carefully balanced the need for transparency in the public interest with confidentiality in recognition of those privacy rights.

The parties provided lists of individuals whom they suggested I should interview, and in addition I identified four others. I was able to interview every person on the parties' lists and on my own list. I interviewed seventeen people in total. Three persons were interviewed on two separate occasions. In addition, the parties each produced relevant documents and exchanged them in advance. I reviewed those documents, as well as some others that I requested. I received full cooperation from the persons I interviewed and from the two parties.

The interviews were conducted in private, although those being interviewed were allowed to bring a representative and most did. The interviews were conducted in a context of confidentiality, with the assurance to the interviewees that the parties intended my report to them to be kept confidential.

Despite the parties' desire to avoid an adversarial process, as my work evolved it seemed important for the University and the Sauder School of Business to know what position the Faculty Association was taking about the events, and for the Faculty Association to know what positions the University and the Sauder School were taking. Accordingly, I asked the Faculty Association to specify the respects in which academic freedom was allegedly

disrespected or university policies were allegedly infringed, and by whom. Near the end of the process I asked each of the representatives to sum up their understanding of the events and the issues, and gave the others the opportunity to know what was said and to respond to it.

Pursuant to the Terms of Reference, I relied on the evidence that was provided to me through interviews and through documents. In assessing and weighing the evidence, I took into account whether or not it was first-hand (i.e. whether it would have been objectionable as hearsay in court). I also took into account surrounding circumstances bearing on the weight and reliability of evidence. Pursuant to the Terms of Reference, I applied the balance of probabilities standard in finding facts and reaching conclusions.

On October 7, 2015, I provided to the parties a detailed report setting out a review of the principles of academic freedom and of the pertinent university policies, my findings of fact and my conclusions based on those findings of fact.

## **B. Allegations**

The UBCFA alleged that specified individuals in the Sauder School of Business and Mr. John Montalbano, Chair of the UBC Board of Governors, had interfered with the academic freedom of Dr. Jennifer Berdahl. It also alleged that Mr. Montalbano or specified individuals in the Sauder School of Business had breached certain university policies: UBC Statement on Respectful Environment for Students, Faculty and Staff; Policy 2: Employment Equity; Policy 3: Discrimination and Harassment; Policy 114: Fundraising and Acceptance of Donations and related Policy 47: Chair, Professorship and Distinguished Scholar Honorifics; and Policy 97: Conflict of interest and Conflict of Commitment.

## **C. Summary of Conclusions**

My conclusions were:

- (1) UBC failed in its obligation to protect and support Dr. Berdahl's academic freedom. The Collective Agreement Preamble creates a positive obligation to support and protect academic freedom. Through the combined acts and omissions of Mr. Montalbano, the named individuals in the Sauder School, and others, UBC as an institution failed to meet that obligation with respect to Dr. Berdahl's academic freedom.
- (2) Mr. Montalbano, on his own, did not infringe any provision of the Collective Agreement, the UBC Statement on Respectful Environment, or any of the applicable university policies.

(3) No individual in the Sauder School of Business identified by the Faculty Association, on his or her own, infringed any provision of the Collective Agreement, the UBC Statement on Respectful Environment, or any of the applicable university policies.

#### **D. Academic Freedom in the Collective Agreement**

Within universities, academic freedom is a cornerstone of the culture, an “indispensable [condition] for the performance of the purposes of higher education.”<sup>1</sup> At UBC, this is reflected both in the Academic Calendar and in the Collective Agreement between UBC and UBCFA. In the Collective Agreement, the commitment to academic freedom is stated in its Preamble this way:

THE UNIVERSITY OF BRITISH COLUMBIA and the FACULTY ASSOCIATION OF THE UNIVERSITY OF BRITISH COLUMBIA

DESIRING to promote fair and proper economic conditions and terms of appointment for Faculty Members, Librarians, and Program Directors at The University of British Columbia;

RECOGNIZING that the University is a community of scholars whose essential functions are the pursuit and dissemination of knowledge and understanding through research and teaching and that academic freedom is essential to carrying out these functions;

BEING DETERMINED not to interfere with that academic freedom;

CONFIRM THAT the members of the University enjoy certain rights and privileges essential to the fulfillment of its primary functions: instruction and the pursuit of knowledge. Central among these rights is the freedom, within the law, to pursue what seems to them as fruitful avenues of inquiry, to teach and to learn unhindered by external or non-academic constraints, to engage in full and unrestricted consideration of any opinion. This freedom extends not only to the regular members of the University but to all who are invited to participate in its forum. Suppression of this freedom, whether by institutions of the state, the officers of the University or the actions of private individuals, would prevent the University from carrying out its primary functions. All members of the University must recognize this fundamental principle and must share responsibility for supporting, safeguarding and preserving this central freedom. Behaviour which obstructs free and full discussion, not only of ideas which are safe and accepted but of those which may be unpopular or even abhorrent, vitally threatens the integrity of the University's forum. Such behaviour cannot be tolerated[.]

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<sup>1</sup> Vernon Fowke & Bora Laskin, “Report of the Investigation by the Committee of the Canadian Association of University Teachers into the Dismissal of Professor H.S. Crowe by United College, Winnipeg, Manitoba” (Winnipeg: October 6, 1958), available online at <https://www.crowefoundation.ca/documents/CroweReport.pdf> [the “Crowe Report”] at 40.

Virtually identical language is found in UBC's Academic Calendar. The core of this statement on academic freedom can be located within the single sentence which defines its substantive content:

Central among these rights is the freedom, within the law, to pursue what seems to them as fruitful avenues of inquiry, to teach and to learn unhindered by external or non-academic constraints, to engage in full and unrestricted consideration of any opinion.

Certain aspects of academic freedom have particular relevance to the matters engaged by the Terms of Reference.

### **1. What is meant by dissemination of knowledge and understanding?**

The Collective Agreement identifies two “essential functions” of the University to which academic freedom is essential: the *pursuit* of knowledge and understanding, and the *dissemination* of knowledge and understanding. The means by which scholarly understanding is disseminated have evolved, and electronic publication is now common, including through vehicles such as blogs. The protections of academic freedom extend to the dissemination of scholarly research and opinion through these new electronic media.

### **2. The responsibilities that accompany academic freedom**

The protections and rights associated with academic freedom at UBC exist alongside concurrent duties and responsibilities. As at other Canadian universities, legitimate restrictions and limitations apply to the academic freedoms of individual members of the UBC community. Included in these responsibilities are the obligations to obey the law, to create and maintain a respectful environment at UBC, to act in good faith, and to actively support and protect the exercise of academic freedom.

### **3. Positive obligations to protect academic freedom**

Academic freedom at UBC is recognized through providing protections and responsibilities, and through creating positive obligations. Both the Academic Calendar and the Collective Agreement state that all members of UBC, including senior administrators, have positive obligations with respect to the academic freedoms of others: “All members of the University must recognize this fundamental principle [of academic freedom] and must share responsibility for supporting, safeguarding and preserving this central freedom.” This means both supporting individual members in the exercise of their academic freedoms and rights, and ensuring those protections are embedded in the larger governing structure. Because of the positive obligation to support and protect academic freedom, academic freedom can be threatened not only by acts, but also by failures to act. Failures to meet the obligation to support and protect academic freedom can occur both on the part of individuals and at a systemic level on the part of the institution. Further, such failures can arise without a specific intention to interfere with academic freedom.

#### **4. Commenting on University Governance**

Although the UBC Collective Agreement definition of academic freedom does not refer to commentary on university governance, in my opinion such commentary falls within its ambit. This follows from the fact that UBC is largely a self-governing institution, and from the positive obligation on members of the university community to support, safeguard and preserve academic freedom. Thus, in my view the freedom “to engage in full and unrestricted consideration of any opinion” referred to in the Collective Agreement and the Academic Calendar must extend to commentary (whether positive or negative) by members of UBC on the extent to which the central functions of the University are being advanced or hindered by decisions or initiatives affecting the University. (This does not mean that faculty members who participate in governance, either in representative capacities or as a part of the senior administration, might not have additional responsibilities and obligations *as a result of those other roles*. Those role-specific responsibilities and obligations might serve to limit their freedom to comment on university affairs.)

### **E. Conclusions**

#### **1. Academic Freedom**

Having conducted the extensive review described above, I concluded that UBC did not live up to its responsibility to protect and support the academic freedom of one of its faculty members, Dr. Jennifer Berdahl.

When Dr. Berdahl published a blog post on August 8, 2015, commenting on the resignation of Dr. Arvind Gupta as President of UBC, she was doing so as a member of the UBC faculty, drawing on her research. Members of UBC faculty must be able to comment on topical matters, especially when they are drawing directly on their research, and even where the topic is university governance. The blog post was clearly an exercise of her right as a faculty member to disseminate her knowledge and research, including through commentary on current events in a blog.

In the chain of events that followed her publication of the blog post there were several moments where individuals (Mr. Montalbano and some members of the Sauder School of Business) could have acted differently and in a manner more consistent with UBC’s obligation to protect academic freedom, or where surrounding circumstances contributed to its failure to uphold academic freedom.

I concluded that no individual intended to interfere with Dr. Berdahl’s academic freedom, or made a direct attempt to do so. However, sometimes several relatively small mistakes can lead to a failure of the larger system. The systemic failure in this case resulted from a cascading series of events in which there were some errors of judgment by Mr.

Montalbano and some individuals at the Sauder School, and some unlucky circumstances. As a result, the institution failed Dr. Berdahl and missed an important opportunity to vindicate the principle of academic freedom.

The key points at which I found failures were:

1. In the short period just after the resignation of President Gupta, Mr. Montalbano and Chancellor Lindsay Gordon worked with UBC staff on the communication of responses to the flood of inquiries and commentary from the university community and the media, without bringing in the academic leadership of the University. Partly as a result of the absence of UBC academic leaders from that conversation, no-one thought to advise Mr. Montalbano against telephoning Dr. Berdahl when he said that he intended to do so. When Mr. Montalbano called Dr. Berdahl and told her about his deep concerns with respect to her blog post, he was mindful of the need to protect academic freedom and did not intend to interfere with it. He made the call in the context of a pre-existing positive relationship with Dr. Berdahl. However, even though he was not warned against it, Mr. Montalbano should have reflected on whether to call Dr. Berdahl. Such a call from the Chair of the Board of Governors to a faculty member was unprecedented and unwise. The call set up the ensuing chain of events.
2. As it happened, the Dean of the Sauder School of Business was away and only intermittently in touch when Dr. Berdahl's blog post and the *Georgia Straight* story appeared. The Dean's Office in Vancouver was aware that Mr. Montalbano found the blog post offensive and that he had telephoned Dr. Berdahl. Concerned about Mr. Montalbano, Sauder's reputation and future fundraising prospects, the Dean's Office conveyed a message about those concerns to Dr. Berdahl. At the same time, it failed to elicit her point of view or state support for her in the exercise of her academic freedom. In the context of the call she had received from the Chair of the Board of Governors, Dr. Berdahl should have been told by the Dean's Office that the Sauder School understood its positive obligation to support and protect her academic freedom.
3. Dr. Berdahl reasonably felt reprimanded, silenced and isolated. The events had a significant negative impact on her.

## **2. Other University Policies**

With respect to the alleged infringements of several UBC policies, I did not find that they were established on the facts of this case, for the reasons set out below. (The full text of all University policies can be found online at <http://universitycounsel.ubc.ca/policies/index/>.)

**(a) UBC Statement on Respectful Environment for Students, Faculty and Staff**

Generally speaking, the “Statement on Respectful Environment” prohibits “activities harmful to a respectful environment” because they are “not only a direct attack on the dignity and worth of the individual or group” at whom they are directed, but they also undermine “the freedoms of the whole community”. It is aimed at matters such as bullying and harassing behaviour. I did not find that the persons referred to in the Terms of Reference had been responsible for such behaviour or for acting inconsistently with the UBC Statement on Respectful Environment in any respect.

**(b) Policy 3, “Discrimination and Harassment”**

The Policy’s “fundamental objectives ... are to prevent Discrimination and Harassment on grounds protected by the B.C. *Human Rights Code*, and to provide procedures for handling complaints, remedying situations, and imposing discipline when such Discrimination or Harassment does occur.” The grounds protected by the *Human Rights Code* are (actual or perceived) age, ancestry, colour, family status, marital status, physical or mental disability, place of origin, political belief, race, relation, sex, sexual orientation and criminal conviction unrelated to employment. I did not find on the balance of probabilities that actions regarding Dr. Berdahl were related to any of those grounds. Further, Policy 3 is limited in its application to students, members of faculty, or a member of staff, and therefore does not, in any event, apply to Mr. Montalbano.

**(c) Policy 2: Employment Equity**

I did not find that any of the named individuals violated Policy 2, which is directed towards equal opportunity in employment matters, ensuring that “[b]oth current and prospective faculty and staff will receive equitable treatment in hiring, training, and promotion procedures.” There was no evidence establishing that Dr. Berdahl’s employment or promotion prospects at the Sauder School of Business, or at UBC generally, have been affected. She remains a tenured Full Professor.

**(d) Policy 114: Fundraising and Acceptance of Donations (and related Policy 47, “Chair, Professorship and Distinguished Scholar Honorifics”)**

Mr. Montalbano donated \$2,000,000 to UBC to establish an endowment fund, now called the “Montalbano Professorship in Leadership Studies: Gender and Diversity” (the “Montalbano Gift”).

Policy 114 “is intended to guide all UBC’s fundraising activities and the acceptance of donations on behalf of UBC”. With respect to donor involvement, Policy 114 states that “UBC recognizes that donors may wish to be actively engaged with UBC beyond making a financial contribution. UBC supports donor engagement that is consistent with section 2.2 of this Policy.”

Section 2.2 of Policy 114, in turn, states that “UBC values and will protect its integrity, autonomy and academic freedom, and will not accept donations when a condition of such acceptance would compromise these fundamental principles.”

The purpose of Policy 47 is to encourage the creation of Honorifics, which “are conferred by UBC to reward excellence in research and teaching”, and “to establish the academic, financial and accountability criteria for these Honorifics.” Accountability is achieved in part through regular reports which the holder makes to UBC, which then shares those reports with the donor. For example, in the case of the Montalbano Gift, the Gift Agreement states that UBC “will provide the Donor with confirmation regarding the impact and performance of the Gift.”

The UBCFA alleges that Mr. Montalbano’s involvement in the events following Professor Jennifer Berdahl’s publication of her blog on August 8, 2015 violated the terms or conditions of the Gift, and that the academic leaders of the Sauder School of Business had a duty under Policy 114 to manage Mr. Montalbano’s involvement as donor, which they failed to satisfy.

The provisions and procedures set out in Policy 114 clearly apply to the period of time when terms and conditions in the gift agreement are negotiated and agreed, up to UBC’s acceptance of the donation. Thus, if a donor insisted on conditions for a gift that would constitute a breach of or threat to academic freedom, Policy 114 requires the gift to be declined. Policy 114 does not on its face apply to the ongoing management of the relationship between the donor and UBC after the gift is in place.

However, Section 6.1 of the policy may contemplate an ongoing role. It states:

UBC recognizes that donors may wish to be actively engaged with UBC beyond making a financial contribution. UBC supports donor engagement that is consistent with section 2.2 of this Policy.

It is possible to read Section 6.1 as aimed only at describing permissible donor engagement parameters incorporated into the terms and conditions of the gift before its acceptance. If so, then Policy 114 has no application in this case.

If Section 6.1 is meant to have broader application, extending to a donor’s activities *after* the gift has been made, the question is the same as that raised in the allegations regarding infringement or failure to protect academic freedom. With respect to those contentions, I concluded that UBC failed to protect or uphold Dr. Berdahl’s academic freedom. In my view, Policy 114 does not add anything further to that analysis.

**(e) Policy 97, “Conflict of Interest and Conflict of Commitment”**

This Policy recognizes that “[o]ccasionally and as a result of normal and productive engagements inside and outside the University, Faculty Members, staff and students may find

themselves in a conflict of commitment, an actual or potential conflict of interest, or in a situation where there is a perception of a conflict of interest.” It also provides procedures for determining if, when, and how such conflicts can be managed.

My Terms of Reference do not require me to determine whether Mr. Montalbano was in breach of Policy 97.

The UBCFA alleges that academic leaders in the Sauder School of Business failed to appropriately manage the real and perceived conflicts of interest inherent in Mr. Montalbano’s various roles at the University and within the Sauder School.

In my view, it is not clear that a Dean or Associate Dean can be in breach of the conflict of interest policy through failing to manage the conflicts of an individual who does not report to that Dean or Faculty. In any event, I think that this allegation is subsumed in the allegation that there was a failure to protect academic freedom, which I have discussed above.



**Western**  
UNIVERSITY • CANADA

**Report of the Governance Review Task Force  
to the Board of Governors**

**November 19, 2015**

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**I. PREAMBLE**

This has been a very difficult year for Western. The issue of the President's compensation and the move for votes of non-confidence at the university's Senate in the spring deeply affected the community, including the members of the Board of Governors. As is so often the case when organizations face significant challenges, there is an opportunity to review governance policies and procedures and make them better. Over the course of this review, in addition to hearing criticisms and concerns, the Task Force heard a common refrain that we all need to work to make the university stronger. The Board is made up of dedicated individuals who believe in Western and share that interest. The members are committed to working with the Western community to address the concerns that have been raised about how governance is carried out at this institution and to develop practices and processes that will allow the Board and the many stakeholder groups that make up the university, to communicate with and understand each other better.

This report is only a first step. It outlines the concerns that were presented to the Task Force by members of the community and by members of the Board, and provides recommendations for moving forward. Some of those recommendations can be implemented relatively quickly; others will take time and effort. However, it is critical to persevere and to keep the conversation going.

The Task Force also recognizes that Senate is conducting its own review of governance. The Board looks forward to receiving their report and finding opportunities to work with Senate to improve governance at Western.

**II. CONTEXT**

In carrying out this review, the Governance Review Task Force kept three principles as priorities:

- Commitment to open communication and transparency to the benefit of the university community;
- Commitment to bicameralism, shared governance, and the complementary partnerships those terms embody;
- Commitment to our fiduciary responsibilities as Board members.

The University of Western Ontario Act (the Act) establishes the Board and Senate, describes their membership and outlines the responsibilities of each. The Board's responsibilities are summed up in the Act as follows:

Except in such matters as are assigned by this Act to the Senate or other body, the government, conduct, management and control of the University and of its property and affairs are vested in the Board, and the Board may do such things as it considers to be for the good of the University and consistent with the public interest.

Senate's mandate under the Act includes such matters as academic programs, examinations, admission requirements, and requirements for degrees. In short, the Act describes a classic bicameral governing structure that can be found in many Canadian universities, combining an academic senate, largely composed of faculty and students, and a governing board, with a majority of its members from outside the academy. It is an eminently sensible structure that ensures that academic decisions are made by those with the most expertise in those matters, and that financial and capital decisions are made by individuals

with expertise in those areas. However, the Board is given special responsibility to ensure that decisions are made in both the university's and the public interest – again, appropriately so, because the university is a public institution.

There are areas where the Act, or the university's governance processes, brings Senate and Board together to make decisions. Those include matters such as major academic structural changes and strategic planning. Perhaps the most significant of these shared responsibilities is the selection of the president and other senior administrators. The Act requires that the Presidential Selection Committee be composed of members from both Board and Senate; the *Appointment Procedures for Senior Academic & Administrative Officers of the University*, which is a policy requiring support by both bodies, stipulates that members of selection committees for the vice-presidents include representation from both.

In addition to the Act, the Board is governed by the legal responsibilities it carries as a fiduciary. Fiduciary responsibility requires that each governor act independently, with due diligence and with good faith in the best interests of the institution he or she serves. This will be discussed in greater detail, below.

### **III. TERMS OF REFERENCE AND PROCESS**

The Governance Review Task Force was created by the Board in June 2015 in response to issues and concerns about governance that were triggered by decisions with respect to the President's compensation. The Task Force was one of two formal steps taken by the Board with respect to the matter – the other was the engagement of the Hon. Stephen Goudge to review the president's compensation and the Board's contract approval process. Mr. Goudge's work was independent of the work of the Task Force. He delivered his report at the end of September and the Board has publicly declared its intention to implement the recommendations in that report.

The remit given to the Task Force was to look at the full range of governance policies, practices and processes, as well as the relationship of the Board to Senate, the university community, and the wider community external to the university, and to report by the November meeting of the Board. The terms of reference of the Task Force and the list of Board members elected to it are attached in Appendix A.

The Task Force issued invitations for input to a large number of stakeholder groups both within the university and without, and to members of the Senate, and all faculty and staff of the university. Over the course of the last few months, the Chair and Vice-Chair of the Task Force along with, at some meetings, the Vice-Chair of the Board, met with the representatives of the University Students' Council (USC), the Society of Graduate Students (SOGS), the Postdoctoral Association of Western (PAW), the University of Western Ontario Staff Association (UWOSA), the University of Western Ontario Faculty Association (UWOFA/UWOFA-LA), the Alumni Association, the Professional Managerial Association (PMA), the President and Vice-Presidents of the university and others from the senior administrative group, the chairs of departments in the Faculty of Science, and other members of the Western community. Written and oral input was also received from individual members of the Board of Governors. A full list of those invited to provide input can be found in Appendix B. The Task Force very much appreciates the time and effort involved for all of those who provided their thoughts and advice.

The Task Force's mandate covered three broad areas:

- Relationships and Communications with the Community
- Structure of the Board/Delegation of Authority
- Role of the Board and Board Members

In each case, a series of questions was formulated to begin the conversation.

#### **IV. RELATIONSHIPS AND COMMUNICATIONS WITH THE COMMUNITY**

##### **A. The Board's relationship with Senate**

The Act sets out the membership and responsibilities of Senate and the Board. It gives each body complementary responsibilities, and those different mandates are reflected in the way each is structured. However, the Act also makes clear that Senate and the Board share responsibility for the governance of the university. It provides for each body to appoint representatives to the other, makes the President both the Chair of Senate and a full voting member of the Board, stipulates that certain matters must be approved by both bodies, provides the ability for the Senate to give advice to the Board on any matter it sees fit, and gives reciprocal ability to the Board.

In addition to the measures provided by the Act, through policy and practice, the Board and Senate have established mechanisms to foster interaction. For example: two members of the Board serve on the Senate Committee on University Planning (SCUP) and the Chair of SCUP sits on the Board's Property & Finance Committee; significant documents such as strategic plans and campus master plans must be approved by both bodies as must certain classes of policy; and the Board defers consideration of the budget until it receives the advice of Senate.

So, there are tools in place that recognize the shared responsibilities of bicameral governance. The question is whether those tools are being used effectively. The conclusion of the Task Force, from all the information and views that have been provided and from what the community experienced this past year, is that they clearly are not:

- Each body does its part in carrying out responsibilities in areas where mandates overlap, but that is largely done separately;
- There is a report from Senate at each Board meeting but most items are on the consent agenda (out of a desire of the Board not to intrude on what are, fundamentally, academic decisions);
- There is no opportunity for Senate to receive a report from the Board on what the Board is doing;
- There are no opportunities for members of Senate and Board to meet, either formally or informally.

All of this leads to a significant gap in knowledge between the two bodies about what they do, how they function, and what they see as priorities going forward.

##### **B. The Board's relationship with the wider university community**

One of the most common observations the Task Force heard was that the Board appears disconnected and insulated from the university community and makes its decisions without fully understanding what is happening across the campus.

One solution presented in meetings with leaders of several stakeholder groups was to have an official voice at the Board table through voting seats for those organizations. This proposal comes up against a fundamental governance principle, iterated above, of the requirement for governors to be independent. It would be contrary to this fiduciary responsibility to have “representatives” of particular constituencies voting at the direction of their organizations. Regardless of how someone gets to the Board table, or who put them there, once a person becomes a Board member, his or her loyalty must lie with the best, long-term interests of the university. The situation would be especially problematic if the appointee were an executive member of the constituent organization. As noted in Daniel Bourgeois’ *The Law of Charitable and Not-for-Profit Organizations*, an executive member of a group could “potentially [be] in breach of a fiduciary duty to one or the other organization, in particular if those two or more organizations have relationship between or among each other.”<sup>1</sup> The Act determines the membership of the Board and provides for members to be elected from faculty, staff and student constituencies and those internal members of the Board bring the views and concerns of their constituents to the table. There are nine such members, comprising one-third of the Board’s voting members. The Task Force fully recognizes the importance of the Board hearing and understanding the range of concerns among all stakeholder groups and the Board needs to find additional ways of doing that; it is part of the Board’s fiduciary responsibility to act with due diligence.

The Board also needs to establish better ways of letting the campus community know what it is doing and how it operates, and there need to be means by which Board decisions can be regularly communicated back to stakeholders.

Finally, members of the Board have a responsibility to learn more about what is happening in different divisions of the university, to better understand the work that is being done on a daily basis and how the Board’s decisions both arise out of that work and have impact on it. There is a challenge here in that the Board as a collective meets only five times per year, and not all members are local to London. However, there are steps that can be taken.

### **C. The Board’s relationship with the external community**

The Board has had different mechanisms in place over the years to allow members of the community external to the campus to bring forward issues and concerns. They have not been well used. As with knowing about the concerns of those within the university, it is part of the due diligence of Board members to be informed about the relationship between the university and the community within which it resides. The Mayor of the City of London and the Warden of Middlesex County are ex officio members of the Board and can bring some of that perspective to the table. Similarly, the four members of the Board appointed by the Alumni Association bring the views of a critical subset of the external community. Alumni straddle both the internal and external groups. They provide the Board access to what is happening and what is being talked about outside the university gates, and are also among the university’s strongest supporters. This is true whether one looks to the members of the Alumni Board of Directors, the International Advisory Board, or international alumni chapters which support the university’s initiatives around the world.

However, the ability of other voices to be heard is also important. There are key institutions within London with which the university is a partner on many levels. As noted in the university’s strategic plan, *Achieving Excellence on the World Stage*, “Western cherishes its longstanding ties to its home in London, and we are highly cognizant of the importance of relationships with key local stakeholders and institutional

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<sup>1</sup> Donald J. Bourgeois, *The Law of Charitable and Not-for-Profit Organizations* Fourth Edition (Markham: LexisNexis Canada, 2012) 120.

partners." The views of our partners, including community members in the neighbourhoods surrounding the university, donors, and business people should be welcomed and sought as appropriate.

**D. Recommendations**

1. Request a place on the Senate agenda for regular Board reports – similar to the reports from the Academic Colleague regarding matters discussed at the Council of Ontario Universities. This would provide an opportunity for dialogue and input on some of the issues before the Board and an opportunity to advance communications between the two bodies. The report could be given by one of the two Board representatives on Senate.
2. Request a series of regular meetings, perhaps semi-annually, between the Senior Operations Committee of the Board (which consists of the chairs of the Board's standing committees and the chair and vice-chair of the Board) and the chairs of Senate's standing committees.
3. Propose to Senate the development of a joint orientation and education program focused on the roles and processes of the Board and the Senate, so that members of both bodies can have a better understanding of the work and role of both the Board and Senate.
4. Establish a schedule of meetings between Board members and leaders of stakeholder groups; meetings might be formal or informal in nature but the goal should be to provide opportunities for unfiltered discussion between members of the Board and stakeholder groups.
5. Improve electronic communication measures to allow the Board and individual Board members to inform the campus community and others about Board discussions and decisions.
6. Develop an annual plan for Board education that might include such options as space on Board agendas for information presentations, and opportunities for visits to different divisions/areas of campus.
7. Create an annual "Report of the Board" to the community outlining key strategic issues assessed by the Board and its activities in support of those issues.
8. Consider ways to build stronger relationships, continue to increase engagement in the broader London community, and work with our external partners to develop appropriate communication and consultation mechanisms.
9. Allocate time in meetings to reviewing the university's relationship with and place in the community.

**V. STRUCTURE OF THE BOARD**

**A. Fiduciary Duties**

Fiduciary responsibility is a legal responsibility, commonly described as comprising three "duties": duty of care, duty of loyalty and duty of obedience. Duty of care means that members carry out their responsibilities in good faith and with diligence, care and skill, all in the best interests of Western. Duty of loyalty means that each individual Board member must be independent of any outside influence, including the body or group that appointed or elected the member to the Board, and make decisions solely on the

basis of his or her good judgment. Finally, duty of obedience speaks to the need to ensure that the institution is operating in accordance with its purposes and that it is compliant with the law.

The Board needs to structure itself to ensure that these three duties are consistently met. This has implications for the role and conduct of individual Board members, which are discussed later in this report. It also has implications for the types of committees that are struck, the mandates they are given, and the authority that is delegated to them, and for the ways in which the Board reaches decisions. Open, transparent decision-making processes are necessary to build trust in the efficacy and integrity of the Board.

## **B. Strategic Decision Making/Effective Decision Making**

There are key areas of strategic focus for any board, regardless of the type of institution it governs:

- Strategic plans
- Selection of the president and appointment of senior management, and matters of compensation
- Fiscal integrity
- Risk management

All are necessary for the long-term sustainability of the institution and are tied to the Board's fiduciary role. They are inter-related and not dealt with in isolation. However, of the four, strategic planning is the driving force. Strategic plans state where an institution wants to go and what kind of institution it wants to be. However, such plans will only be successful if there is effective leadership, sufficient resources, and prudent management of the risks that change and growth bring. It is important, therefore, that the Board focus its attention and its priorities on the implementation of Western's plan, approved by both Senate and Board. The strategic plan should be at the heart of every discussion, not just discussed when it is being developed or reviewed.

Every governor, regardless of constituency, and all committees of the Board have responsibility for each of these areas of focus. Take, for example, responsibility for risk management. This is clearly a matter of concern for the Audit Committee. It needs to ensure that there is an effective risk management framework in place for both operational and enterprise risks. But the Property & Finance Committee must ensure that appropriate policies and practices are in place to manage the risks inherent in investing and in capital projects; the Senior Operations Committee needs policies and processes to assess university leaders; the Fund Raising & Donor Relations Committee must ensure that funds are raised in an ethical way and that donors do not have influence on the essential academic enterprise.

The Board must design its processes to ensure that its oversight is strategically focused and not diffused through the work of the committees. Effective decision making means that the Board remains seized of critical, high level decisions, while delegating authority to committees with respect to implementation of those decisions when it is appropriate to do so.

Agenda development and design have an impact on how the Board conducts its discussions. Currently, items of business come to the Board through the committees in a piecemeal way. The information provided and the focus of discussion is usually on financial or technical details which have already been thoroughly vetted by the committees, rather than on the questions of the strategic fit or the long-term impact. Not only does this focus on financial and technical details take time that could be used for more strategic discussion, it keeps members without professional expertise in those areas out of the conversation.

The timing of when issues are brought to the Board also has impact on effective decision-making. Most often, matters come before the Board and its committees late in the university decision-making process when there may not be opportunity to provide meaningful input or make any significant change to a proposal from the senior administration. Earlier input from Board members in decision making could encourage the development of a range of perspectives, enhance the deliberative process, and spur consideration of a broader array of possible proposals and solutions.

The current format of transaction-based agendas combined with the use of a consent agenda can lead to a perception that the “real” work of the Board is being carried out in closed session. The consent agenda process was adopted by the Board many years ago to allow the Board to use its meeting time more effectively. Items on the consent agenda are those that, traditionally, have not elicited or required significant discussion but, nonetheless, must be approved or received by the Board. Any member of the Board may ask to have an item removed from the consent agenda for questions or discussion. Many of the agenda items dealt with in the open session fall within this framework. However, their placement on the consent agenda without sufficient context means that their import is not always understood or expressed. So, for example, while the Board receives a report from Senate at each meeting, for the most part, the items in that report are dealt with on the consent agenda. This is because these are academic decisions that come to the Board only because they must as a matter of policy and it would be very rare for the Board to question those decisions or substitute its judgment for Senate’s. However, because they are on the consent agenda, discussion with respect to the strategic importance of Senate’s decisions is also rare.

The Act provides in section 31 that meetings of the Board are open except where “confidential matters of the University are being considered” or where “matters of a personal nature concerning an individual may be disclosed.” In its Bylaws in paragraph E.9, the Board has defined confidential business to mean “matters concerning personnel, finance, acquisition or disposal of property, and other confidential matters of the University, the disclosure of which might be prejudicial to an individual or to the best interests of the University.” In keeping with a commitment to openness and transparency, care must be taken to ensure that matters are dealt with in closed session only when necessary and that confidentiality restrictions are lifted when possible.

During the Task Force consultation process, it was suggested that members of the Board should have opportunities to meet without any administration present, including the President, notwithstanding that the President is a member of the Board. This is a common practice in corporate governance; there is a range of practices across the Canadian university landscape. The Task Force believes this is a proposal that warrants further review.

The role of the Senior Operations Committee has come under particular scrutiny over the past year. Its work is not well understood, nor well communicated. The name itself is viewed as problematic in that it does not provide a clear picture of the role of the committee (as compared to “Bylaws Committee” or “Audit Committee,” for example). The committee consists of the chair and vice-chair of the Board, and the chairs of the standing committees of the Board, and serves a range of functions:

- It is the Board’s compensation committee. This includes delegated authority for contracts and compensation for the university’s senior administration, and members of the Board holding faculty seats. The report provided by the Hon. Stephen Goudge speaks directly to the Board’s and the committee’s roles with respect to presidential compensation in particular. As well, the committee deals with matters related to labour negotiations with campus bargaining units.
- As part of its mandate with respect to compensation for senior administrators it has responsibility for the performance review processes for the presidents and the vice-presidents.

- It is responsible for human resource policy matters. All new and amended human resource policies are reviewed by the committee before being recommended to the Board for approval.
- It is the Board's nominating committee. The committee keeps a running list of individuals who might be potential members of the Board and tracks skills needed at any given time.
- It has responsibility for reputational issues, especially as they relate to the external community. When the Campus and Community Affairs Committee was disbanded in 2007, a process was established whereby concerns could be raised through the Senior Operations Committee and the Chair of the Board. As with Campus and Community Affairs Committee processes, this process has gone largely unused.
- It provides guidance and support to the President on a wide range of matters as they are developing.

Given that the committee's membership is drawn solely from the external constituencies of the Board and that the nature of its mandate requires a high level of confidentiality, it can be, and has been seen as, an "inner circle". It must do a better job of informing the full Board about the issues it is dealing with and the bases for the decisions it is making. The proposed changes to the process for Board agendas and committee reports at the Board will help with this. However, in reviewing its mandate, the committee should also consider what other processes might be put in place to allow greater transparency about its decisions. This would include bringing forward to the Board for consideration and approval, processes around executive compensation in response to the Goudge Report.

#### **D. Board Membership**

Western's Board, like most other university boards in the province, is a constituency Board, with representatives appointed or elected from the student population, faculty, administration, local, regional and provincial government, alumni, and the Board itself. Thus, considerable diversity is built into the university's governance structure when viewed from a constituency perspective. This is important in terms of ensuring the right issues are coming forward to the Board.

In addition to this diversity by constituency, the Board strives to have a diversity of skill sets to help it carry out its complex functions and responsibilities. This complexity requires competency and experience in a number of key areas in order to give the Board depth and balance. The Senior Operations Committee has developed, and regularly reviews, a skills matrix which has helped inform discussions around external Board appointments. Gender and culture are also important aspects of diversity for Western's Board, and success in achieving such diversity has been variable. Finally, succession planning must be a central focus of any leader and Board. Traditionally, the Board has used its committee structure to help members gain experience in preparation for assuming progressively expanding responsibilities. For example, an individual who takes on the role of a committee chair also becomes a member of the Senior Operations Committee. This type of experience with and exposure to the business of Western has proved to be an important step in ultimately taking on the vice-chair and chair positions. However, the Board may also need to take into consideration leadership experiences acquired elsewhere so that members' talents and expertise are used to the utmost from the start.

**E. Recommendations**

1. Each standing committee of the Board should review its terms of reference both with respect to mandate and membership. This should include consideration of whether there is the appropriate level of delegation from the Board to the committee and from the committee, through policy, to the administration. The review process, while conducted by each standing committee, should be overseen by the Bylaws Committee to ensure consistency and coordination among committees' terms of reference are maintained.
2. The Board and each of the committees should have an annual work plan focused on strategic priorities.
3. In order to provide time in meetings for strategic dialogue and in-depth discussion of issues, the Board agenda should be redesigned to move away from final transactional decisions as the driver. Committee chairs should report in a more coherent, holistic way, focusing on strategic issues and discussions, whether or not those issues have reached a point of decision. There are many agenda models that could be considered, including placing all motions on a consent agenda to be dealt with at the end of the meeting instead of the beginning, after the contextual committee presentations have taken place.
4. There should be a review of which items are dealt with in open session and which in closed session, with an emphasis on the Board and its meetings being as open and transparent as possible.
5. Consideration should be given to the possibility of the Board setting aside time to meet with no members of the administration present.
6. The list of standard reports that come forward throughout the year should be reviewed. Are they giving the Board and the committees the information they need for strategic, effective decision making? How are they related to the Board's fiduciary responsibilities? How are they related to the strategic directions of the university?
7. The timing of when issues are brought before the Board should be reviewed with the administration.
8. The Senior Operations Committee, as matter of practice, and in consultation with members of the Board, should maintain and update a comprehensive pool of potential members, with focus on closing any skills gaps and ensuring a breadth of diverse individuals and experiences are reflected in the pool.
9. The members' skills matrix should be updated annually and shared with members of the Board and appointing bodies.

**VI. ROLE OF THE BOARD AND BOARD MEMBERS**

In 1997, the Board of Governors published two documents outlining the "[Role of the Board of Governors](#)" and "[Responsibilities of a Board Member](#)". As high-level guidance documents, the direction of each remains the same today as it was in 1997, even as the internal and external environment has changed.

Despite the continued relevance of the principles and responsibilities outlined in these documents, there is an opportunity for the Board to engage in a more regular assessment of these roles and responsibilities.

A number of the statements in the 1997 documents deal with matters discussed in the foregoing sections. For example, one of the roles of the Board is to “explain [the University, its mission, its strategic plan, and its culture] to the external community.” This speaks to the need for better communication with the various communities discussed in Section IV, and is reflective of the responsibility of a Board member to “help enhance the public image of the University and the Board of Governors.” Similarly, the idea of Board members being regularly informed of the affairs of the university beyond the routine responsibilities, is part of the call for better orientation and education around the activities and priorities of campus constituencies and university divisions.

Another role of the Board is “to assess board performance.” In this instance, there is a considerable opportunity for the Board to establish a system of performance assessment in order to identify both successes and challenges facing the organization and how those successes can be leveraged and the challenges mitigated. Performance reporting should have a role in Board communications to the Western community so constituents can better understand how the Board measures its performance against strategic objectives.

A notable absence in the documentation outlining the responsibilities of a Board member is the lack of an outline of the responsibility of the Board chair or the chairs of various committees of the Board. Best practices at other institutions suggest that there is an opportunity for Western to better define these roles as a function of improved governance and transparency, consistent with the recommendations contained in Section V regarding the structure of the Board.

While an annual program of education will benefit all current members of the Board, it is important that the Board’s orientation and on-boarding program sets the tone at the outset of a member’s term. The current on-boarding process is highly individualized. It includes an information package from the Secretariat and personalized meetings with the Board Secretary. Members can “self-select” on areas of interest to receive a more comprehensive briefing on subjects such as budgeting. There is no requirement or formality to this process and there is room for improvement here.

The recommendations of the Association of Governing Boards of Universities and Colleges (of which Western is a member) on best practices for on-boarding suggest that a formal session is the preferred option. Mentorship or buddy systems for new members are encouraged. Structured meetings with all senior administrators are also useful. Even for incumbents, establishing a routine update on policies, roles, priorities and functions has the benefit of improving overall Board awareness, accountability, and performance.

To assist in meeting these objectives, assigning oversight to a committee with specific responsibility for governance matters is critical.

## **Recommendations**

1. Develop a structured Board performance assessment plan, including an understanding of current skills and gaps within the membership.
2. Establish role statements for the chair of the Board and for the chairs of Board committees, and consider whether the 1997 statements on roles and responsibilities need to be refreshed.

3. Develop a formal on-boarding orientation and annual education program for Board members designed to maintain and improve awareness and understanding of campus activities and constituent priorities and to provide regular policy refreshers on key compliance topics with respect to board policies.
4. Amend the mandate of the Bylaws Committee to encompass both its current responsibilities and the responsibilities of a governance committee (including, but not limited to, board orientation, ongoing education, ethical standards, and performance assessment).

## **VII IMPLEMENTATION AND NEXT STEPS**

As noted in the preamble, not all of the recommendations contained in this report can be implemented immediately. The Task Force recommends that the Bylaws Committee be charged with development and oversight of an implementation plan, including time lines, for the recommendations contained herein. The terms of reference of the Bylaws Committee give it responsibility for matters “affecting the proper functioning of the Board” and for the review of “By-laws, Special Resolutions, rules of order and operating procedures of the Board.” This provides sufficient scope for the task. Further, its membership includes representation from all constituencies of the Board.

The meetings held, and the submissions received by the Task Force highlight a common goal that Western emerge from the events of the past year stronger, and well positioned for the future. To achieve excellence on the world stage, Western also needs to focus on excellent governance for our institution. It is the hope of the Task Force that the recommendations outlined in this report are steps in that direction. Achieving excellence is an ongoing process that does not and cannot, end with the publication of this report.

Again, the Task Force wishes to thank the dedicated members of the Western community for their time and effort in helping to move this governance review process forward.

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Matthew Wilson, Chair

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Jeremy Adams

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Jonathan English

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Susan Grindrod

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Hanny Hassan

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Brian Timney, Vice-Chair

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Paul Jenkins

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Rick Konrad

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Michael Lerner

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Brendan Power

**Board of Governors  
Task Force on Governance 2015**

**1. Members**

The Task Force was struck by the Board of Governors in June 2015 in response to the issue of the president's compensation and to the non-confidence votes held by the Senate in April 2015. The following were elected to the Task Force by the Board:

Jeremy Adams, Alumni  
Jonathan English, Student  
Susan Grindrod, Staff  
Hanny Hassan, Alumni  
Paul Jenkins, Alumni  
Richard Konrad, Board-Elected  
Michael Lerner, City Appointee  
Brendan Power, Student  
Brian Timney, Faculty  
Matthew Wilson, City Appointee

Matthew Wilson and Brian Timney were elected chair and vice-chair, respectively, by the Task Force.

**2. Terms of Reference**

Using universal board governance principles as its template, the task force will review and assess the Board's governance processes and procedures, and make recommendations as required to ensure that Western is at the forefront of university governance.

To carry out this mandate, the Task Force has determined that it will focus its attention on three key areas:

- 1) Relationships and communications with the larger community
  - a) What is our relationship with the Senate?
    - What structural connections are in place? Are they effective? Are they being properly used?
  - b) What is our relationship with the wider university community?
    - How can the Board engage more directly with the university community?
    - What opportunities are available for the Board, and for Governors, to learn more about day-to-day campus operations?
  - c) What is our relationship with the wider external community?
    - How can the Board engage more directly with the wider external community?
    - To what extent is Board engagement appropriate?
    - How can the wider external community bring issues and concerns to the attention of the Board?
  - d) What communications measures are in place to support the above?
- 2) Structure of the Board / Delegation of Authority
  - a) Do we have any structural gaps in our Board structure? Are our processes being properly implemented?

- b) Are the terms of reference of our committees appropriate?
  - What is the role of the Senior Operations Committee?
  - Are we properly delegating responsibilities to committees, to the appropriate committee, or to administration?
  - Does our committee structure follow U15/Ontario-wide best practices for governance structures?
- c) How are external, Board-elected members selected?
  - How do we ensure we have diversity of membership appropriate for our Board?
- d) Do Board meetings meet the needs of the University, and Governors?
  - Are Board and committee agendas appropriately structured?
  - How do we ensure that members are confident in the delegations that have been made, ensuring enough information is being presented without being overwhelmed with information?
  - Is information presented to members at an appropriate time in the decision process?
- e) What are the roles and responsibilities of the Board Chair and of Committee Chairs?

3) Role of the Board and of Board Members

- a) Are the statements approved by the Board in 1997 with respect to the [role of the Board](#) and [Board member responsibilities](#) still relevant? Should they be reviewed?
- b) Is our current orientation / on-boarding process sufficient? If not, how should the process be revised to make it more effective?
- c) Are there issues of Board culture? If so, what are they and how can they be addressed?

**Consultation List**

The following were invited to make written submissions and/or to meet with the chair and vice-chair of the Task Force:

Alumni Association Executive  
Chair of the Senate Ad Hoc Committee on Renewal  
Members of Faculty and Staff at Western  
Members of the Board – current and immediate past members  
Members of the London City Council  
Members of the Senate  
Post-doctoral Association of Western  
President, Vice-Presidents and other senior administrators  
Professional Managerial Association  
Society of Graduate Students  
University Students' Council  
University of Western Ontario Faculty Association  
University of Western Ontario Faculty Association – Librarians & Archivists  
University of Western Ontario Staff Association

In addition, the Task Force website included a dedicated email address through which anyone with an interest in the university's governance processes could make a submission.

## **MEMORANDUM**

To: Board of Governors

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

Subject: Board of Governors Elections 2016

Date: January 26, 2016

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The Board of Governors includes three alumni members, three faculty members, two administrative staff members, and three student members, each of whom is elected for specific terms.

Darius Sookram, Professor Lamya Amleh, Carrie-Ann Bissonnette, Cormac McGee, Hannah Van Dyk and Jessica Machado are completing their terms on August 31, 2016.

Accordingly, elections will be held for one alumni member, one faculty member, one staff member, and three student members. The significant dates of the elections are as follows:

- January 20, 2016: Board of Governors Election 2016 proclaimed.
- February 1, 2016: Nominations for positions open.
- February 10, 2016: Nominations close.
- February 29 to March 3, 2016: Voting for faculty, staff, and student positions.
- June 13 to 24, 2016: Voting for alumni position.

The election process is overseen by the Returning Officer and the Election Procedures Committee chaired by the Secretary.

It is a privilege to share my first update with members of the Board of Governors as interim provost and vice-president academic, and to express my thanks and pride at being able to serve Ryerson in this capacity. It has been an adventure to be at Ryerson over a time of development and change, and to support and contribute to the success of our students and community.

## **APPOINTMENTS**

Over the years the university has created a number of distinguished visiting positions that exemplify the hallmark connection of Ryerson programs and research to the evolving needs of society, and prepare our students to make a contribution. The role of the distinguished visitor is to advance and expand the mission and reputation of Ryerson through student mentorship, academic activities such as workshops, seminars, guest lectures and forums, and building community collaboration and relationships with professional fields and disciplines. Ryerson is pleased to welcome the following new appointments:

- *Tony Bates*, globally recognized specialist in eLearning and distance education strategies, has been appointed a distinguished visiting professor in the G. Raymond Chang School of Continuing Education. Author of twelve books, including *Teaching in a Digital Age*, and with more than fifty clients in thirty countries including work for UNESCO, the World Bank, higher education commissions and postsecondary institutions in Canada, the U.S. and abroad, his role at Ryerson will involve inter-faculty and inter-institutional collaboration in advancing innovative opportunities for students and leadership in e-pedagogy research.
- *Bonnie Patterson* (Doctor of Laws *honoris causa* '14), formerly president and CEO of the Council of Ontario Universities, president of Trent University, and Ryerson Dean of Business integral to the achievement of university status, has rejoined Ryerson as a distinguished visiting professor based in the Ted Rogers School of Management and engaging more broadly. The role will include building on the framework and attributes of academic leadership with strategic discussions, research and collaboration on the values and processes in the Academic Plan and Ryerson's culture of diversity, equity and inclusion.
- *Stephen Pumble* (Electrical Engineering '72) IT business leader and entrepreneur, has been appointed a distinguished visiting professor in the Faculty of Engineering and Architectural Science. Launching the first computer store in Canada in 1976, he went on to found AZCAR Technologies Inc. and INSEP Inc., providing design, project management and systems integration for television, satellite and new media facilities. An author and award-winning fellow of the Society of Motion Picture and Television Engineers, his role will advance zone learning with expertise shared through workshops, seminars, mentoring and special events.
- *Mario Silva*, legal scholar and former MP and Toronto city councillor, has been appointed a distinguished visiting professor in the Ted Rogers School of Management. An author with a

PhD in International Law, his work in areas such as corporate social responsibility, genocide studies, and local environmental initiatives has been recognized with the Order of Merit from Portugal, Order of Rio Branco from Brazil, and Ordre national de la Légion d'honneur from France. He will lead guest lectures and workshops, and play an instrumental role in organizing the first Ryerson international conference on privacy, human rights, and security.

## RESEARCH

Recent significant grants supporting collaborative projects led by Ryerson researchers offer hope for improving the lives of children in areas of the world where help is especially needed:

- Henry Parada, School of Social Work, has received a \$2.5 million grant from the Social Sciences and Humanities Research Council (SSHRC) for a six-year, multi-institution study in Central America, the Caribbean, and their diaspora populations in Canada. The “Rights for Children and Youth Partnership” project brings together 12 universities, 13 partners and 20 collaborators in responding to the recommendation in the 2006 United Nations World Report on Violence Against Children calling for systematic data collection and research – with the objective of developing evidence-based policies, advice and strategies to address violence against children and youth.
- Cecilia Rocha, director of the School of Nutrition, is the lead Ryerson researcher on a collaborative project with Vietnam’s National Institute of Nutrition to improve children’s health, made possible by a \$1.16 million grant from the International Development Research Centre (IDRC) and Global Affairs Canada. Researchers will focus on foods high in nutrients such as micronutrient-enriched pastes, bars, instant flours, and pablums. Crops will be purchased from rural women farmers, processed in local, small-scale facilities and distributed through a supply chain of public health providers and nutrition counselling centres. The project will run in three regions of northern Vietnam, directly benefiting an estimated 15,000 of the country’s most malnourished children.

## FACULTY DISTINCTION

- Marion Coomey and Rick Grunberg, RTA School of Media, received the 2015 Panorama Award for Outstanding International Education Program in the extracurricular category from the Canadian Bureau for International Education (CBIE) – for innovation and excellence in design, planning, implementation and management of The Global City & Global Campus Network, a unique collaborative and interactive method of bringing students, researchers, educators and community partners together from around the world to learn, share and debate the philosophies and ideologies that are catalysts of social change.
- Marc Glassman, School of Image Arts, was honoured with the Rogers-DOC Luminary Award at the second annual DOC Institute Awards ceremony in December, recognizing historic contributions as the first film programmer for the Hot Docs International Documentary Festival and Reel Canada, and outstanding mentorship in the Canadian doc-making field.
- Maryjane Martin APR, FCPRS LM, G. Raymond Chang School of Continuing Education, is among six professionals to be inducted into the Canadian Public Relations Society College of

Fellows at the annual World Public Relations Forum this May, for career achievements in public relations and communications, and proven community leadership.

- Canada will be represented at the 2016 Venice Architecture Biennale by a Toronto team of architects and multimedia artists exploring how resource extraction has shaped the country's landscape and culture. The exhibition, produced by the Art Gallery of Alberta, will be spearheaded by the design practice OPSYS, joined by RVTR, the architectural firm led by Ryerson's Colin Ripley; and will include Nina-Marie Lister of Ryerson's Ecological Design Lab, with contributions from renowned photographer Ed Burtynsky. Following its run in Venice, the exhibition will tour Canada throughout 2017 to celebrate the country's sesquicentennial.

## **STUDENT & ALUMNI ACHIEVEMENT**

- *Lithoform*, designed by the architectural studies team of students Remi Carreiro, Aris Peci, and professor Vincent Hui, was one of seven designs chosen in the second annual Winter Stations competition that attracted 380 submissions from around the world. Challenged by the "Freeze/Thaw" theme, the Ryerson project team reflected frost formations on the outer layer of earth, or Lithosphere, in fissures that create a polychromatic cavern of filtered light. Installations will be open on the shores of The Beach from February 15th until March 20.
- The film, *Sleeping Giant*, directed by alumnus Andrew Cividino, image arts '06, has been named by TIFF as one of the top 10 Canadian films of 2015 and will screen as part of Canada's Top Ten Film Festival in January.
- Clinical psychology PhD student Skye Fitzpatrick has won a 2015 Dissertation Research Award from the American Psychological Association, in competition with doctoral students across the U.S. and Canada, for her research on strategies for borderline personality disorder.
- Clinical psychology PhD student Danielle Macdonald received the Virginia A. Roswell Dissertation Award at the Association for Behavioural and Cognitive Therapies annual convention in Chicago, for her dissertation research on cognitive behaviour therapy for individuals with eating disorders.
- MBA students from the Ted Rogers School of Management won 2nd Place at the 2016 MBA Games hosted January 2-4th by the Schulich School of Business at York University, competing with 20 MBA teams from across Canada. Teams were judged on performance in case competitions, sports and spirit. Also on the podium were DeGroote School of Business (McMaster) in first place, and the Schulich School of Business (York) finishing in third.
- Rhiannon Traill (Arts & Contemporary Studies '08), President & CEO of the Economic Club of Canada and alumni representative on the Board of Governors, has been named one of Canada's Top 100 Women for 2015 in the Trailblazers and Trendsetters category by the Women's Executive Network, for her humanitarian efforts working to advance equality for women and children around the globe, and to improve financial literacy among youth.
- Digital Education Strategies (DES) at The Chang School won 3rd place in the life sciences category at the 2015 *Reimagine Education* Wharton-QS Stars Awards, for the Therapeutic Communication and Mental Health Assessment Simulation project. A healthcare collaboration involving researchers from Ryerson, George Brown College, and Centennial

College, the e-learning resource features three self-study modules followed by a simulation game in which learners apply the principles from the modules in a virtual clinical situation.

**2016 Alumni Achievement Awards** – Recipients of the awards, announced December 16th, will be honoured at a ceremony on February 11th, 2016. The awards recognize Ryerson graduates who have not only excelled in their careers, but have also made a significant contribution to their profession, community and country. This year's recipients are:

*Alumni Awards of Distinction:*

Lynn Factor, Social Work '80

Justin Poy, Radio and Television Arts '93

Robert Schauer, Business Management '97

*Isadore Sharp Outstanding Recent Graduate Award:*

Andrew Cividino, Image Arts '06

*Outstanding International Alumni Award*

Zanele Muholi, Master of Fine Arts in Documentary Media '09

*Outstanding Volunteer Award:*

Jillian McKinley, Business Management '07

## ACADEMIC DEVELOPMENT

- At its meeting of December 1st, Senate approved Ryerson's first double majors that will be offered by the Faculty of Arts in fall 2016: English and History, English and Philosophy, and History and Philosophy. The double majors option is designed to provide more flexibility and learning opportunities for students who want to acquire an in-depth knowledge of two areas in the humanities and social sciences.
- The Yeates School of Graduate Studies is also moving forward on Senate approval to develop five new graduate programs and additional professional master's diplomas, which will launch in fall 2016, pending approval by the Ministry of Training, Colleges and Universities. The five new graduate programs are Biomedical Engineering (MSc, MEng and PhD), Child and Youth Care (MA), Data Science and Analytics (MSc), Engineering Innovation and Entrepreneurship (MEIE), and Mathematical Modelling and Methods (PhD). The new professional master's diplomas are Canadian Business for International Students, and New Canadians Finance and Social Innovation.
- **Sports Innovation Hub** – On December 10th the Ted Rogers School of Management announced the launch of the Sport Innovation Hub (SPIN) dedicated to creating an ecosystem for sport entrepreneurs by connecting them with industry experts to launch ventures in areas such as athlete and team performance, fan engagement, social tools for sports content as well as production and distribution of digital sports content. SPIN will also host events such as competitions, hackathons and demo days to bring together sports entrepreneurs and industry experts to create new innovations. The announcement was made at the awards event for the inaugural Next Big Idea in Sport (NBIS) competition, held in partnership with Rogers. The winners were: 1st place (\$50,000) – Push, a wearable band that tracks performance while reducing risk of injury; 2nd place (\$30,000) Stathletes, a comprehensive online database that analyses hockey players' performance; and 3rd place (\$20,000) Videogami, a

cloud-based platform enabling broadcasters to capture live content and share on social media platforms. *Special Note:* Congratulations to Cheri Bradish, Loretta Rogers research chair in sports marketing, selected among the “Unsung Heroes of 2015” by Yahoo Sports for being the driving force behind The Next Big Idea in Sport that led to the SPIN announcement.

**End note: a new role for hitchBOT** – The Canada Science and Technology Museum has acquired hitchBOT as part of its permanent collection and it will go on display when the museum reopens in November 2017. Communications technology curator Tom Everett contacted hitchBOT’s creators, Frauke Zeller of Ryerson and David Harris Smith of McMaster University, recognizing that hitchBot is an artifact valuable for its unique contribution to research in artificial intelligence and robot/human interaction; and as a fascinating story about what the experience said about Canadians. In summer 2014 the robot, with a bucket for a body and a cake keeper for a head, relied on the kindness of strangers to hitchhike from Halifax to Victoria in just 26 days, hitching 19 rides and travelling 10,000 kilometres, and captivating the world as the public followed its journey on social media. In Ottawa, hitchBOT will go back on the road, not hitchhiking but travelling to schools and other public events as part of public outreach and education campaigns.



**BOARD OF GOVERNORS MEETING**  
**January 26, 2016**

**AGENDA ITEM:**

Referendum Request from the Ryerson Architectural Science Society (**arc.soc**)

**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 Architectural Science Society (**arc.soc**) is seeking approval from the Board to hold a referendum among undergraduate Architectural Science students, asking for their support to create a levy to fund the society's work.

**BACKGROUND:** Student leaders from the Department of Architectural Science have been working together for the last year and a half developing the vision, organizational structure, constitution, and financial plans for a new student society which will link students within the program to students across the university, expand extracurricular project opportunities, and develop networks to broaden exposure of students to the profession and industry. This is a student-led organization similar in structure and purpose to the student societies in engineering, commerce, arts, science, and communication and design. With the Board's approval, they plan to hold a referendum in the Fall 2016 term to create a levy that will provide sustainable funding for the society.

(Please see attached documents for more information: Memo from the Vice-Provost, Students; presentation slides)

**COMMUNICATIONS STRATEGY:** **arc.soc** will communicate directly with its members – Department of Architectural Science undergraduate students. Communication related to the referendum will follow the Board's referenda policies and procedures.

**PREPARED BY:**

Name: Naveed Khan and Shivathmikha Suresh Kumar  
Date: January 15, 2016

**APPROVED BY:**

Name: Heather Lane Vetere, Vice-Provost, Students  
Date: January 15, 2016

January 15, 2016

**To:** Ryerson University Board of Governors  
**From:** Heather Lane Vetere, Vice-Provost Students  
**Re:** Request to hold a referendum to create a Ryerson Architectural Science Society levy

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In 2015, with the full support of the Dean of the Faculty of Engineering and Architectural Science, student leaders from the Department of Architectural Science established a society for all full-time undergraduate architectural science students. The goals of the society are to connect students across the program, collaborate with students in other programs within the university, and provide targeted programming. In this time, the vision, organizational structure, constitution, by-laws and financial plans for the student society have been established.

The Ryerson Architectural Science Society (arc.soc) is similar to other faculty-based societies such as the Ryerson Engineering Student Society (RESS) founded in 1988 and the Ryerson Arts Society (RAS) founded in 2015. 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 2015 summer and fall semesters, a survey was conducted asking undergraduate architectural science students questions about the idea of funding arc.soc. The results showed strong support. Below are some of the questions asked and the % agreement with each statement.

- Would you be supportive of a society that will work on enhancing academic, professional and social opportunities for architectural science students? **93% agreed**
- What do you think would be a reasonable amount to support the operation of this society?
  - **15.5% agreed to a fee of \$70.00 per semester**
  - **11.5% agreed to a fee of \$60.00 per semester**
  - **25.7% agreed to \$50.00 per semester**
  - 14.2% agreed to \$40.00 per semester
  - 26.4% agreed to \$30.00 per semester, and
  - 6.8% selected "Other or No"

**The arc.soc steering committee includes:**

Naveed Khan  
Shivathmikha Suresh Kumar  
Liam Hall  
Robyn Thomson

Johnathan Chan  
Abhishek Wagle  
Henry Mai

## **The Ryerson Architectural Science Society Mandate**

The Ryerson Architectural Science Society (arc.soc) is a student-led society that represents all full-time undergraduate students within the Department of Architectural Science at Ryerson University. The arc.soc mandate is to foster a strong sense of community between students in the program and across the university through social engagement, and provide the opportunity for academic and professional collaboration.

### **Next Steps**

**arc.soc** is seeking support from the Board to hold a referendum among Department of Architectural Science undergraduate students. The referendum would ask the students for their support to create a levy to fund the society's activities. If approved by the Board, the referendum would be held in Fall 2016. If the referendum is successful, the fee would begin in September 2017.

### **Proposed Referendum Question**

Do you agree to the creation of a fee of \$50 per semester, applicable in the fall and winter terms, to be paid by all students enrolled in Department of Architectural Science full-time undergraduate programs, starting in September 2017 and increased annually for inflation referenced to the Toronto Consumer Price Index to fund the operation of the Ryerson Architectural Science Society?

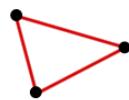
Yes  No



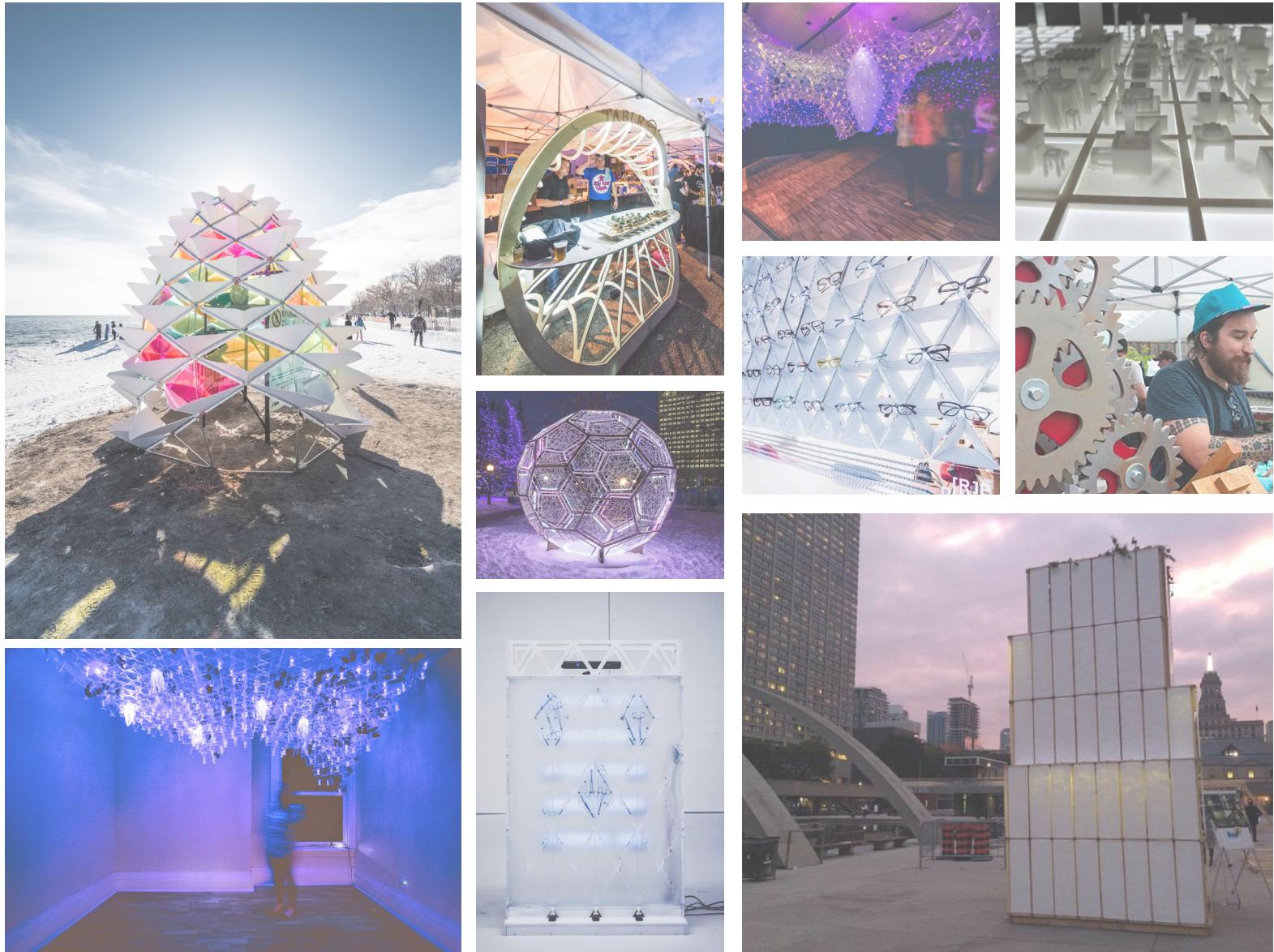
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Department of  
**Architectural  
Science**  
Ryerson



# current and past projects



# mandate

To support and enhance the academic and extracurricular experience of undergraduate students in the Architectural Science program at Ryerson University by:

1. facilitating access to **unique technical** and **design** opportunities
2. providing **funding** and **resources** for entrepreneurial and design initiatives
3. creating venues for **professional support** and **partnership**



# student opinion

**148 responses**, representing 33% of the undergraduate full-time student body

**93% in favour** of the creation of an architectural science student society

**More than half would be willing to pay \$50 or more per semester**

Full support from all student unions and groups

Full support from the  
Dean of the Faculty of Engineering and Architectural Science



# benefits

- > **support** a greater number of projects and design opportunities
- > **connect** and **collaborate** with students in different faculties at Ryerson University and at other institutions
- > **develop** lasting professional **partnerships** with industry
- > **facilitate** and **promote** interdisciplinary **opportunities**:
  - skills-focused workshops
  - design+build projects
  - professional development through networking and conferences
- > **elevate presence** and **reputation** of the Architectural Science program at Ryerson University



# referendum

“Do you agree to the creation of a fee of \$50.00 per semester, applicable in the fall and winter terms, to be paid by all students enrolled in the Department of Architectural Science full-time undergraduate program, starting in September 2017 and increased annually for inflation referenced to the Toronto Consumer Price Index to fund the operation of the Ryerson Architectural Science Society?”



let's build a city



Ryerson  
University

Department of  
Architectural  
Science  
Ryerson



# thank you

President Mohamed Lachemi, Amy Casey, Dr. Thomas Duever, Dr. Heather Lane Vetere, Kirsty Pazek-Smith, Zohair Khan, Professor Vincent Hui, Professor Jurij Leshchyshyn, Nene Brode, Casey Yuen, Stephen Kassim, Urooj Siddiqui, steering committee members, members of the Board of Governors and all Architectural Science and Ryerson students, staff, and faculty who have supported and helped us realize our goals.



## DRAFT RESOLUTION

RE: **STUDENT REFERENDUM REQUEST – RYERSON ARCHITECTURAL SCIENCE SOCIETY  
(arc.soc)**

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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 Department of Architectural Science students enrolled in full-time undergraduate programs, to seek approval for the creation of a fee of \$50.00 per semester, starting in September 2017, to be paid by all undergraduate students enrolled in a full-time Department of Architectural Science program, to fund the operation of the Ryerson Architectural Science Society.

THAT the compulsory fee be adjusted for inflation annually 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.

January 26, 2016



# ADVANCING SRC, INNOVATION & INTERNATIONALIZATION AT RYERSON: Presentation to the Board of Governors

Wendy Cukier, Vice-President, Research and Innovation

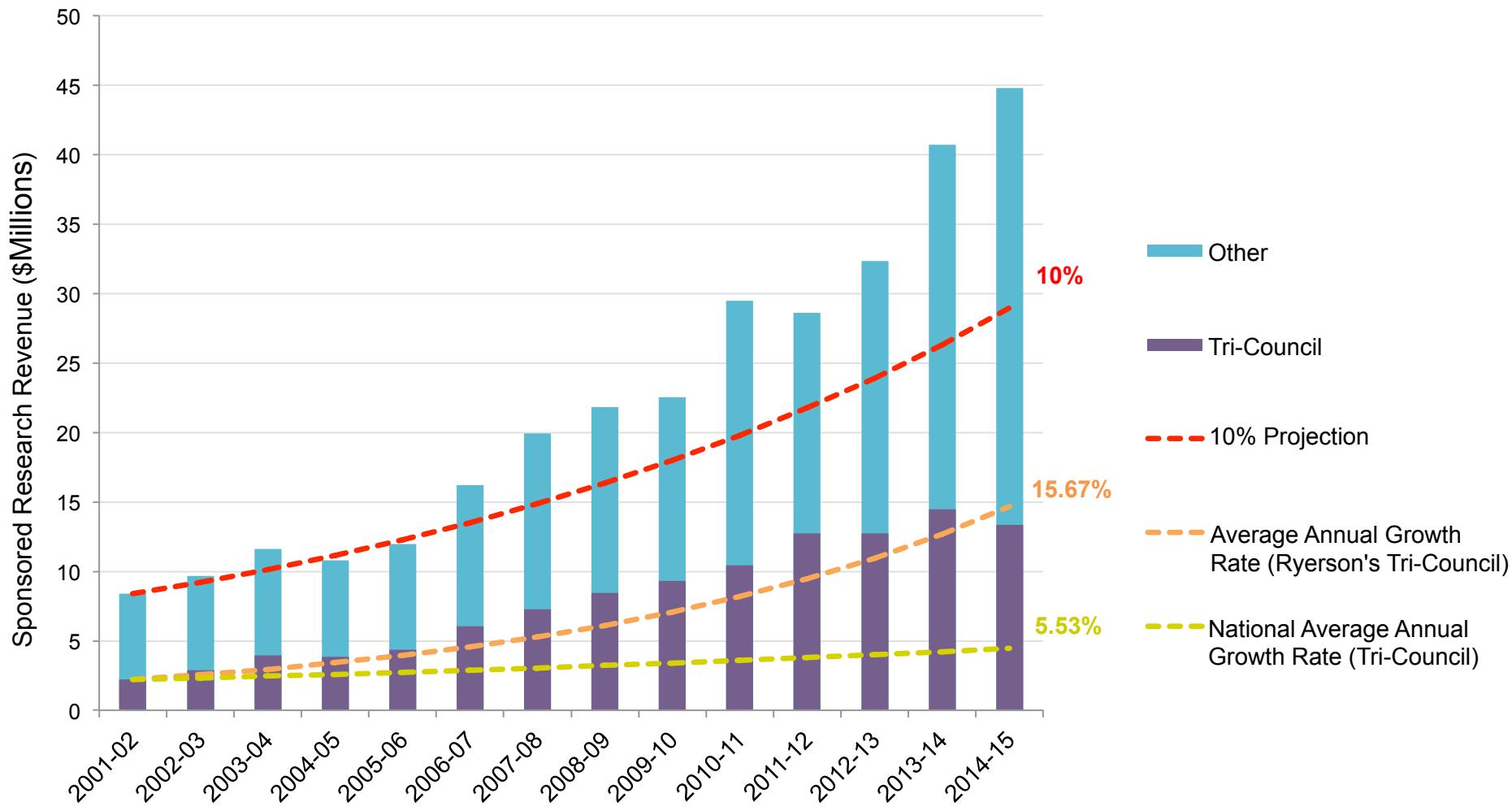
January 26, 2016

# AGENDA

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- WHERE ARE WE?
- GOING FORWARD....
- IMPACT

# WHERE ARE WE? \$44.8 Million Research Funding



**CANADA'S TOP**  
**50**  
**RESEARCH**  
**UNIVERSITIES**

**11<sup>th</sup>**

**TOP**

**25.9%**

**-1.6%**

**4**

**Among Non-Medical  
Universities  
in Canada**

**In growth among  
ALL Universities**

**Increase over  
previous year**

**Average decrease  
among top 50**

Rank		University	Sponsored Research Income		
2014	2013		FY2014 \$000	FY2013 \$000	% Change 2013- 2014
<b>1</b>	<b>1</b>	University of Toronto* ++	\$1,041,374	\$1,110,663	-6.2
<b>2</b>	<b>3</b>	Université de Montréal* (a)	\$548,849	\$527,971	4.0
<b>3</b>	<b>2</b>	University of British Columbia*	\$547,027	\$566,789	-3.5
<b>4</b>	<b>4</b>	McGill University*	\$477,843	\$465,209	2.7
<b>5</b>	<b>5</b>	University of Alberta*	\$462,891	\$417,757	10.8
<b>6</b>	<b>8</b>	Université Laval*	\$324,803	\$306,831	5.9
<b>7</b>	<b>6</b>	University of Calgary*	\$324,212	\$328,736	-1.4
<b>8</b>	<b>7</b>	McMaster University*	\$310,608	\$322,502	-3.7
<b>9</b>	<b>9</b>	University of Ottawa*	\$275,266	\$297,813	-7.6
<b>10</b>	<b>10</b>	Western University*	\$237,894	\$254,457	-6.5
<b>11</b>	<b>14</b>	University of Saskatchewan*	\$195,264	\$157,976	23.6
<b>12</b>	<b>12</b>	University of Waterloo	\$177,425	\$166,920	6.3
<b>13</b>	<b>16</b>	University of Manitoba*	\$154,280	\$137,281	12.4
<b>14</b>	<b>11</b>	Queen's University*	\$148,486	\$189,990	-21.8
<b>15</b>	<b>13</b>	University of Guelph	\$146,657	\$158,255	-7.3
<b>16</b>	<b>15</b>	Dalhousie University*	\$128,084	\$148,879	-14.0
<b>17</b>	<b>19</b>	Université de Sherbrooke*	\$121,938	\$120,969	0.8
<b>18</b>	<b>20</b>	Simon Fraser University	\$103,130	\$102,643	0.5
<b>19</b>	<b>18</b>	University of Victoria	\$95,428	\$124,779	-23.5
<b>20</b>	<b>17</b>	Memorial University of Newfoundland* (b)	\$87,782	\$127,816	-31.3
<b>21</b>	<b>21</b>	York University	\$78,719	\$72,040	9.3
<b>22</b>	<b>22</b>	Université du Québec à Montréal	\$70,384	\$71,262	-1.2
<b>23</b>	<b>23</b>	Institut national de la recherche scientifique*	\$61,903	\$55,778	11.0
<b>24</b>	<b>24</b>	Carleton University	\$59,144	\$55,160	7.2
<b>25</b>	<b>26</b>	Concordia University	\$45,670	\$44,358	3.0
<b>26</b>	<b>25</b>	University of New Brunswick	\$42,505	\$49,115	-13.5
<b>27</b>	<b>27</b>	Ryerson University	\$40,782	\$32,400	25.9
<b>28</b>	<b>28</b>	University of Windsor	\$30,486	\$29,734	2.5
<b>29</b>	<b>29</b>	Université du Québec à Chicoutimi	\$27,436	\$27,418	0.1
<b>30</b>	<b>31</b>	École de technologie supérieure*	\$26,614	\$23,883	11.4
<b>31</b>	<b>30</b>	Université du Québec à Trois-Rivières	\$22,942	\$24,039	-4.6
<b>32</b>	<b>32</b>	Lakehead University*	\$22,717	\$22,465	1.1

# Big Wins

## CFI INNOVATION FUND

\$729K

Ali Mazalek  
(FCAD)



## NSERC STRATEGIC GRANTS

\$5M

Bala Venkatesh (FEAS)



## SSHRC PARTNERSHIP GRANT

\$2.5M

Henry Parada (FCS)



# Innovation Across Interdisciplinary Themes



DIGITAL MEDIA &  
TECHNOLOGY



ENERGY &  
SUSTAINABILITY



HEALTH &  
WELL BEING



TECHNOLOGICAL &  
INDUSTRIAL INNOVATION



CITY BUILDING &  
SOCIAL JUSTICE



MANAGEMENT,  
ENTREPRENEURSHIP  
& COMPETITIVENESS



DESIGN, CULTURE &  
CREATIVE INDUSTRIES



TEACHING & LEARNING  
FOR THE NEW ECONOMY

# More than 125 Centres, Institutes & Labs

Ryerson  
University

TED  
ROGERS  
SCHOOL OF  
MANAGEMENT  
RYERSON  
UNIVERSITY

CANADA-CHINA INSTITUTE  
FOR BUSINESS & DEVELOPMENT  
加中商业与发展中心

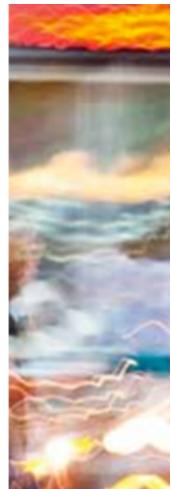
Ryerson  
Urban Water



Ryerson City  
Building Institute



Institute for  
Stress and  
Wellbeing  
Research

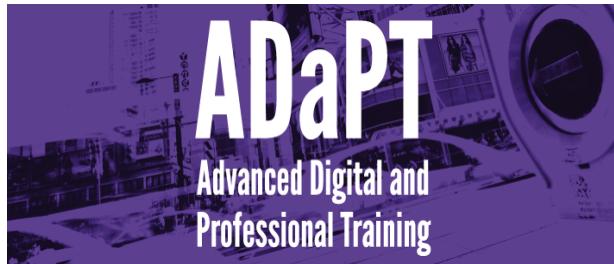


Pro Com | Centre for  
Communicating Knowledge

# More than 200 Research Collaborations



# Continue to Create Jobs and Opportunities for Students



**npower**



**Summer  
Company**

# Awards and Recognition



**ASSOCIATION OF ONTARIO  
MIDWIVES LIFETIME ACHIEVEMENT**  
Vicki Van Wagner (FCS)

**CRC ALLOCATION  
PROGRESSION:**  
2008: 12  
2010: 15  
2012: 17  
2014: 19



**RESEARCH MATTERS –  
TOP 50 RESEARCHERS**  
Ben Barry (FCAD)



**FELLOW OF THE CANADIAN  
ACADEMY OF  
ENGINEERING**  
Sri Krishnan (FEAS)

**RSC Fellow**

Martin Antony (Arts)

**Professional Engineers  
Ontario Research and  
Development Award**

David Naylor (FEAS)

**Early Researcher Award**

Catherine Beauchemin (FOS)  
Roberto Botelho, CRC (FOS)  
Naomi Koerner (Arts)  
Julia Spaniol, CRC (Arts)

**Royal Society College,  
New College Members**

Sepali Guruge (FCS)  
Alexandra Mazalek, CRC (FCAD)  
Catherine Middleton, CRC  
(TRSM)

**FELLOW OF THE CANADIAN  
PSYCHOLOGICAL ASSOCIATION**  
Jean Paul Boudreau (ARTS)



# Reputation Enhancement



# GOING FORWARD...

## Increasing Commercialization & Knowledge Translation

### Invention Disclosures

2011-12: **24**

2012-13: **28**

2013-14: **30**

2014-15: **34**

### Patents Supported

2011-12: **10**

2012-13: **9**

2013-14: **13**

2014-15: **9**

**7 Active Spin-Off Companies with over \$8 million in funding:** 7D Surgical, AWE, Bionik Labs, EidoSearch, Flybits, TAD, YYZ

**2 Commercialization Specialists supporting faculty members**

**21 Active IP Licenses as of January 1, 2016**



Government  
of Canada

**CAIP** → **I**  **Inc**

INCUBATE INNOVATE NETWORK OF CANADA

**(\$10.7M)**



*Social Enterprise  
Demonstration Fund (SEDF)*

# Driving Economic Development

E.g. Niagara Falls Innovation Centre Proposal (\$40M)

## Government



Niagara Economic  
DEVELOPMENT



## Industry



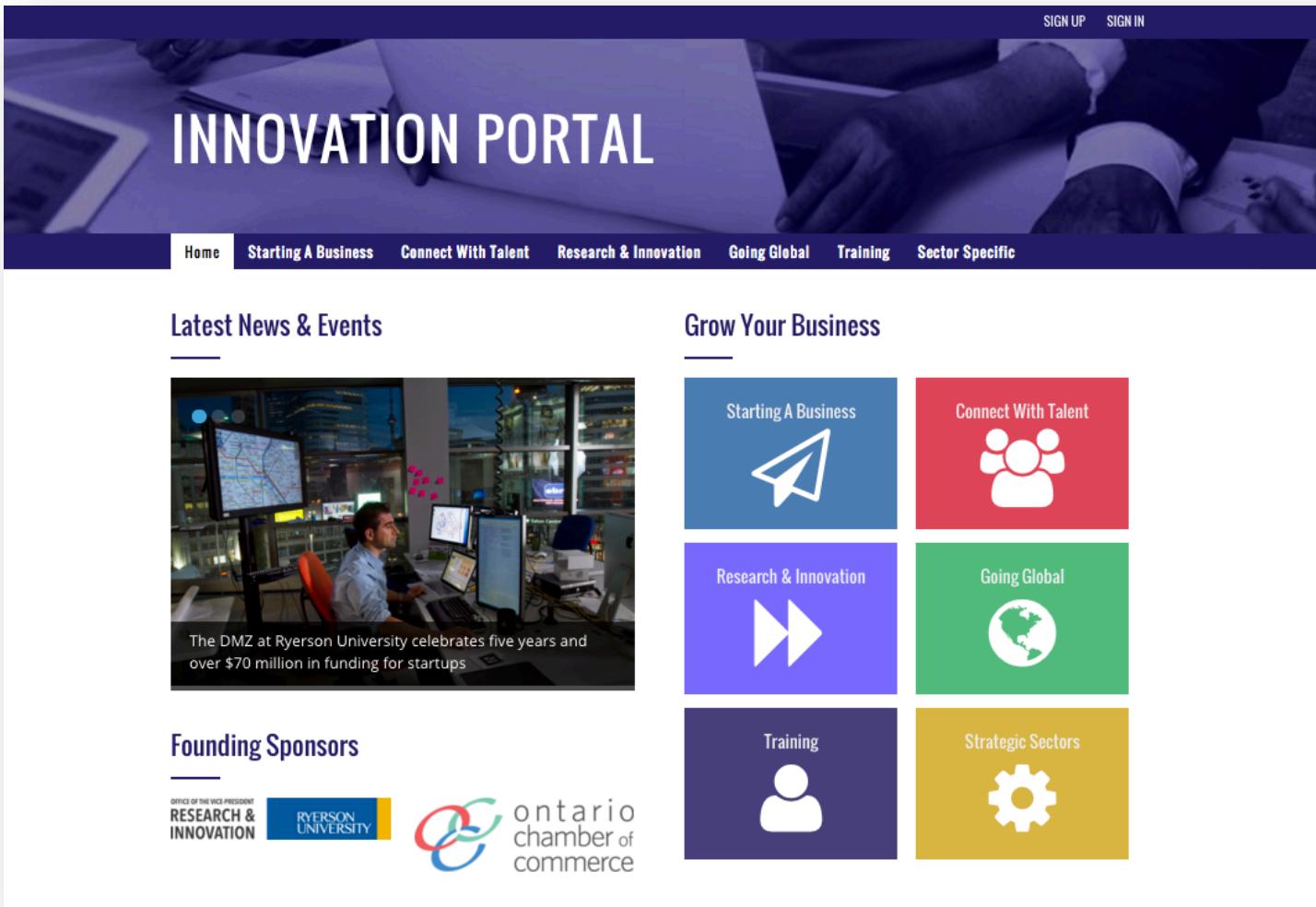
A. Kepinski  
& Associates



## Innovation Ecosystem



# E.g. OCC Innovation Portal (one-stop shopping)



The screenshot shows the homepage of the OCC Innovation Portal. The top navigation bar includes 'SIGN UP' and 'SIGN IN' links. Below the navigation is a large banner with the word 'INNOVATION PORTAL' in white. The main content area is divided into sections: 'Latest News & Events' (with an image of a person working in a control room and a caption about the DMZ at Ryerson University), 'Founding Sponsors' (listing 'OFFICE OF THE VICE-PRESIDENT RESEARCH & INNOVATION' and 'RYERSON UNIVERSITY'), and 'Grow Your Business' (a grid of six colored boxes: blue for 'Starting A Business' with a paper airplane icon, red for 'Connect With Talent' with a people icon, purple for 'Research & Innovation' with a right-pointing arrow icon, green for 'Going Global' with a globe icon, dark blue for 'Training' with a person icon, and gold for 'Strategic Sectors' with a gear icon).

SIGN UP SIGN IN

# INNOVATION PORTAL

Home Starting A Business Connect With Talent Research & Innovation Going Global Training Sector Specific

## Latest News & Events



The DMZ at Ryerson University celebrates five years and over \$70 million in funding for startups

## Founding Sponsors

OFFICE OF THE VICE-PRESIDENT  
RESEARCH & INNOVATION

RYERSON  
UNIVERSITY

ontario  
chamber of  
commerce

## Grow Your Business

Starting A Business

Connect With Talent

Research & Innovation

Going Global

Training

Strategic Sectors

# Increasing Internationalization

- 141 international partners in 36 countries
- 237 inbound and 217 outbound exchange students
- \$421K from IDRC “*Scaling up small-scale food processing: A strategy to promote food security among women subsistence farmers in rural Vietnam*”
- Participated in Premier's mission to China, signing MOUs with Tsinghua University and 3 Science Parks
- Bombay Stock Exchange Institute and the University of the Witwatersrand, South Africa
- Ryerson University Lifeline Syria Challenge with OCADU, U of T, York, and others: 75 sponsorship groups to support 300 refugees, \$2.7 million raised, 1000 volunteers and experiential learning opportunities for students

# IMPACT: What SRC Activity Brings to the University

1. University mission: create, disseminate, apply knowledge
2. Ryerson's mission: meet societal needs
3. Resources to support faculty and students
4. Inform teaching and learning
5. Drive economic and social development
6. Strengthens partnerships
7. Drives rankings and reputation



# Thank You.

Ryerson  
University

Office of the  
Vice-President  
Research & Innovation

# IDEAS INNOVATION IMPACT

## 2014-15 ANNUAL REPORT





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# MESSAGE FROM THE VICE-PRESIDENT, RESEARCH AND INNOVATION

I am delighted to share with you our 2014-15 annual report on Scholarly, Research and Creative (SRC) activity. The latest in a series of banner years, our research funding grew by 10% reaching an all time high of \$44.8 million. At a time when the average research growth is less than 1% per year across the system, Ryerson increased research funding by almost 60% in the past four years and was once again named one of Canada's Research Universities of the year by Research Infosource. Outstanding faculty, along with stellar students, often working in collaboration with non-profit, business, government and industry partners, have once again demonstrated that we can combine research excellence with relevance. And our Research Ethics Board (REB) has never been busier.

Support from the Social Sciences and Humanities Research Council (SSHRC) of Canada, Natural Sciences and Engineering Research Council of Canada (NSERC), and Canadian Institutes of Health Research (CIHR) has remained strong. This year Ryerson received its first two CIHR Team Grants, as well as two more Canada Research Chairs – one in Biomedical Science and Technologies and another in Cognitive Aging – bringing our total to 19. Faculty have received widespread recognition for their work, including three of our faculty, who were named to the Royal Society of Canada's inaugural College of New Scholars, Artists and Scientists, representing Canada's emerging generation of multidisciplinary leaders in their fields.

We sharpened our focus on interdisciplinary research themes that reflect the burning issues of this century – Digital Media and Technology; Energy and Sustainability; Health and Wellbeing; Technological and Industrial Innovation; City Building and Social Justice; Design, Culture and Creative Industries; Management, Entrepreneurship and Competitiveness; and Teaching and Learning for the New Economy – aligning with key government, industry and community priorities.

Ryerson continues to build Canada's innovation ecosystem and to drive economic development and job creation. Building on the success of our established incubator, the DMZ – recently ranked the

top university-based incubator in North America by UBI Global – the University has expanded its investments in commercialization, incubation, acceleration and innovation. Our new \$10.7 million federally funded Incubate Innovate Network of Canada (I-INC) with Simon Fraser University and the University of Ontario Institute of Technology (UOIT) is taking our efforts to the next level. We also received \$2 million in funding from Ontario's Campus Led Accelerator (CLA) program, expanding our capacity to support student entrepreneurs.

At Ryerson, innovation is not confined to technological or economic goals. We have mainstreamed innovation and changemaking across the University in every discipline. Contributions from the Ontario Government's Social Enterprise Demonstration Fund (SEDF), and the J.W. McConnell Family Foundation RECODE program supporting social innovation have helped level the playing field.

Almost half of our research funding supports students and we have continued to build programs, which provide experiential learning and applied research opportunities from Mitacs and the Ontario Centres of Excellence (OCE) among others.

This year also saw continued growth of our efforts internationally, with new and exciting partnerships with top-ranked institutions around the world. We have over 140 international partnerships across 36 countries, providing opportunities for faculty, students and entrepreneurs.

In short, there is much to celebrate. This report provides a glimpse into the diverse, vibrant, outstanding work our faculty and students are doing that is creating real change. And we know the best is yet to come!



Wendy Cukier, MA, MBA, PhD, DU (Hon) LLD (Hon)  
M.S.C. (civilian)

Vice-President, Research and Innovation, Ryerson University

---

# RYERSON NAMED TOP UNDERGRADUATE RESEARCH UNIVERSITY OF THE YEAR

RESEARCH INFOSOURCE, 2014

---

# \$44.8M

IN TOTAL RESEARCH FUNDING

## 98%

INCREASE IN FUNDING  
FROM FOUNDATIONS  
AND NON-PROFIT  
ORGANIZATIONS



# 19

CANADA RESEARCH  
CHAIRS (CRCs)



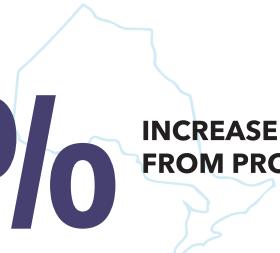
# 966

ACADEMIC  
PUBLICATIONS



# \$13.3M

OF TOTAL FUNDING  
FROM THE TRI-COUNCIL  
AGENCIES



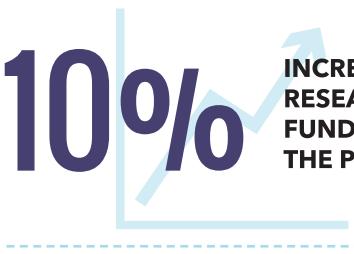
# 52%

INCREASE IN RESEARCH FUNDING  
FROM PROVINCIAL AGENCIES



# 194

LOCAL, NATIONAL AND GLOBAL  
FUNDING PARTNERS



# 10%

INCREASE IN TOTAL  
RESEARCH  
FUNDING FROM  
THE PREVIOUS YEAR



# \$10.6M

IN FUNDING RECEIVED FROM OTHER  
NON-GOVERNMENT SOURCES

# 10,302

CITATIONS OF RYERSON  
RESEARCHERS BY OTHER  
SCHOLARS

Ryerson University



Ryerson University

Ryerson University



# EXPANDING SCHOLARLY, RESEARCH & CREATIVE ACTIVITY

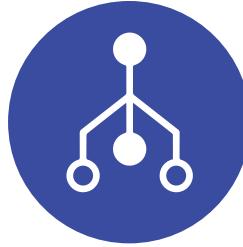


Our Scholarly, Research and Creative (SRC) activities are recognized for their comprehensive and collaborative approach. Ryerson University's faculty and students are forging paths in SRC excellence and enhancing our reputation nationally and abroad.

Ryerson University continued its success in research funding in 2014-15, once again surpassing the \$40 million mark in research. With an increase of 10% over the previous year, Ryerson, Canada's comprehensive innovation university, achieved a total research revenue of \$44.8 million.

Ryerson's eight SRC activity themes were established by the Office of the Vice-President, Research and Innovation in consultation with the Associate Deans of research.

These cross-disciplinary themes represent the University's SRC strengths, which align with key government, industry and community priorities.



## DIGITAL MEDIA & TECHNOLOGY



## ENERGY & SUSTAINABILITY

Ryerson drives the development of digital media by creating new products, services and online tools.

Ryerson leads the development of innovative technologies and processes to promote energy conservation and sustainability.



## HEALTH & WELL BEING

Ryerson grapples with pressing problems in prevention, diagnosis and treatment. Researchers work across disciplines to improve lives.



## TECHNOLOGICAL & INDUSTRIAL INNOVATION

Ryerson improves design and production processes, helping to drive the adoption of new technologies and promoting Canada's competitiveness in the international economy.



## CITY BUILDING & SOCIAL JUSTICE

Ryerson shapes Canada's future on the world stage. Ryerson promotes inclusion and citizen engagement, driving economic growth and social innovation.



## DESIGN, CULTURE & CREATIVE INDUSTRIES

Ryerson combines scholarly, research and creative practice to explore and produce culture.



## MANAGEMENT, ENTREPRENEURSHIP & COMPETITIVENESS

Ryerson researchers are helping to ensure Canada's future economic prosperity by improving our understanding of entrepreneurial mindsets, small business growth and acceleration, and globalization.



## TEACHING & LEARNING FOR THE NEW ECONOMY

Ryerson researchers are exploring new forms of pedagogy, teaching tools, strategies for inclusion, and innovative approaches to increasing the career success of our graduates.

# TOTAL RESEARCH FUNDING

**\$44.8M** IN TOTAL RESEARCH  
FUNDING

**10%** INCREASE IN TOTAL  
RESEARCH FUNDING FROM  
THE PREVIOUS YEAR

Ryerson research revenue once again surpassed the \$40 million mark in 2014-15, with the University receiving a total of \$44.8 million in research funding, which represents a 10% increase from 2013-14.

Ryerson received research funding from the federal Tri-Council agencies: Natural Sciences and Engineering Research Council of Canada (NSERC), Social Sciences and Humanities Research Council of Canada (SSHRC) and Canadian Institutes of Health Research (CIHR).

Ryerson boosted research growth by building on our partnerships with industry and community organizations, and by expanding investment from international agencies, non-government organizations, and foundations.

Ryerson research is supported through the contributions and investments of more than 194 local, national and global funding partners, including provincial agencies, international organizations, foundations, and industry.

Our funding allocation for graduate studies scholarships and postdoctoral fellowships continues to attract world-class faculty and high-caliber students to our research programs. Local and international researchers are coming to Ryerson to further their intellectual pursuits and scientific discoveries in a supportive, innovative setting. Ryerson is also bringing in top students who have chosen us for our experiential learning model and access to real-world, applied-research projects.

# TRI-COUNCIL FUNDING

**\$6.9M** RECEIVED FROM NSERC GRANTS

**\$3.6M** RECEIVED FROM SSHRC GRANTS

**\$2.8M** RECEIVED FROM CIHR GRANTS

The Tri-Council agencies remain the largest individual source of funding for Ryerson, with approximately \$13.3 million in research revenue received in 2014-15.

In 2014-15, Ryerson faculty received \$6.9 million from the Natural Sciences and Engineering Research Council of Canada (NSERC), a total of \$3.6 million in Social Sciences and Humanities Research Council of Canada (SSHRC) grants, and a total of \$2.8 million in Canadian Institutes of Health Research (CIHR) grants.

Ryerson has continued to maintain its Tri-Council market share, ensuring its access to certain programs such as Canada Research Chairs (CRCs) and the Canada Foundation for Innovation's Infrastructure funding.

Trevor Hart (Psychology) and Josephine Wong (Nursing) are the first Ryerson researchers to be awarded CIHR Team Grants.

# CIHR Team Grants



**Trevor Hart's** team was awarded the CIHR Team Grant for their work with the Ontario HIV Treatment Network (OHTN) and the Canadian Foundation for AIDS Research (CANFAR), with funding awarded through the Boys' and Men's Health initiative.

Hart's work explores a policy of "treatment as prevention" for men who have sex with men, which could have profound implications for HIV prevention worldwide.

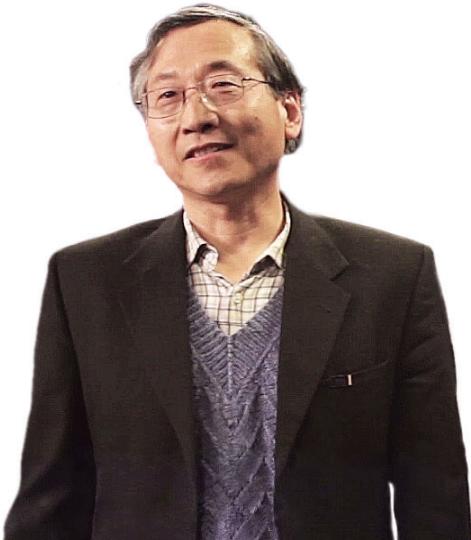
"Treatment as prevention" means that services seek and treat the most vulnerable HIV patients, offering antiretroviral therapy and expanding care to reduce the risk of infected individuals transmitting HIV. Hart's team will comprise the first national collaboration of researchers, public health workers, clinicians, and community-based organization leaders working on such a study in Canada. Their results will help to develop HIV prevention interventions that are rooted in Canadian data and tailored to the Canadian HIV epidemic.

**Josephine Wong's** team was awarded the CIHR Team Grant for their work with the Ontario HIV Treatment Network (OHTN), with funding awarded through the Boys' and Men's Health initiative.

Wong's study targets heterosexual men who are African, Caribbean and Black. These men often do not seek access to HIV-related services due to self-blame or fear of being blamed, judged or stigmatized.

Stereotypes and negative assumptions about heterosexual Black men's sexuality have posed significant challenges to the development of effective, inclusive and accessible HIV responses that engage heterosexual Black men, especially men who are HIV-positive. Wong's study will seek to enhance HIV prevention messaging in target communities and strengthen African, Caribbean and Black men's involvement in community responses to HIV locally, provincially and nationally.

# Tri-Council Highlights



**Ling Guan** (Electrical and Computer Engineering) received an NSERC Discovery Grant to create data analysis tools that will enable the development of state-of-the-art multimedia information processing systems. This new signal analysis technique has the capacity to account for multiple types of sensory data at once.

The technique has a range of applications, making possible new forms of media production and delivery with implications for the preservation of cultural heritage, infrastructure planning, e-health, and more.



**Candice Monson** (Psychology) received a CIHR Operating Grant to work with a team of American academics and researchers from Veterans Affairs Canada to investigate the use of cognitive-behavioral psychotherapies, such as Cognitive Processing Therapy (CPT), in the treatment of Post-Traumatic Stress Disorder (PTSD).

Monson's study will help inform how best to support the ongoing implementation of evidence-based psychotherapy for PTSD in routine clinical settings.



**Jennifer Martin** (Child and Youth Care) received a SSHRC Partnership Development Grant to help prevent the distribution of child sexual abuse images online (CSAIO). Partnering with local, national, and international experts, Martin is focusing on Ontario law enforcement and the Greater Toronto Area to improve services and advocacy for affected children.

This study will contribute critically needed Canadian data that can begin to inform legal, practical and theoretical understandings of CSAIO, revealing barriers to cross-sectoral work in the area.



**Frank Russo** (Psychology) was awarded an NSERC Collaborative Research and Development Grant with long-standing partner WaveDNA, a company that creates virtual instruments for songwriters, producers and composers.

Russo will help WaveDNA develop an unprecedented technology that will incorporate emotional feedback into the workflow of music composition. This technology will help musicians predict the emotional responses of listeners to their music as they are writing it.



**Ivor Shapiro** (Journalism) received a SSHRC Insight Grant to launch the first comprehensive study of Canadian journalists: what they think as well as the contexts, pressures, and constraints under which they work.

Through the study, Shapiro hopes to provoke a national conversation about the public understanding of the "business" of news. The study will engage with the public and journalists through an innovative program of presentations, workshops, newspaper articles, industry publications, and a radio documentary on the evolving identity of the journalist in society.



**Stephen Waldman** (Chemical Engineering) was awarded a CIHR Operating Grant to work with Toronto's Hospital for Sick Children and Sunnybrook Research Institute on the development of a promising new method for ear reconstruction using tissue-engineered cartilage constructs.

Waldman and his team will address this challenge—one of the most difficult in reconstructive surgery—by using 3D-printed molds to create fully functional, anatomically correct ears.

# CANADA RESEARCH CHAIRS

**\$1.6M IN FUNDING RECEIVED FOR THE CANADA RESEARCH CHAIR PROGRAM**

Canada Research Chairs (CRCs) are allocated every two years based on a university's share of total Tri-Council funding over the three most recent years. Due to Ryerson's continued Tri-Council funding success, the University was allotted an increase in the number of CRCs in 2014-15. CRCs are among the world's most accomplished and promising researchers, making major contributions to the advancement of knowledge in engineering and the natural sciences, health sciences, humanities, and social sciences.

Through their research excellence, Ryerson's CRCs are making a positive impact on the socio-economic well-being of Canadians and advancing their fields of study internationally.

In total, Ryerson has 19 CRCs and received \$1.6 million in funding in 2014-15 for our CRC program based on our Tri-Council funding, which accounts for 3.6% of Ryerson's total research funding.

In 2014-15, Roberto Botelho (Chemistry and Biology) was awarded a Tier II CRC in Biomedical Science and Technologies, and Julia Spaniol (Psychology) was awarded a Tier II CRC in Cognitive Aging.

Other active CRCs at Ryerson in 2014-15 include:

**Joseph Chow** (Tier II, Transportation Systems Engineering)

**Irene Gammel** (Tier I, Modern Literature and Culture)

**Ling Guan** (Tier I, Multimedia and Computer Technology)

**Michael Kolios** (Tier II, Biomedical Applications of Ultrasound)

**Sridhar Krishnan** (Tier II, Biomedical Signal Analysis)

**Krishna Kumar** (Tier II, Space Systems Engineering)

**Guangjun Liu** (Tier II, Control Systems and Robotics)

**Alexandra (Ali) Mazalek** (Tier II, Digital Media and Innovation)

**Catherine Middleton** (Tier II, Communication Technologies in the Information Society)

**Marcello Papini** (Tier II, Abrasive Jet Technology)

**Souraya Sidani** (Tier I, Patient-Centered Health Interventions: Design and Evaluation)

**Victor Yang** (Tier II, Bioengineering and Biophotonics)



**Roberto Botelho** (Chemistry and Biology) was awarded Canada Research Chair (Tier II) in Biomedical Science and Technologies for his work investigating how cell organelles acquire, maintain, or change their identities, which are defined by their specific set of traits. This remains one of the fundamental unanswered questions of biology.

Botelho's work could lead to new diagnostics and therapies for diseases that arise from organelle defects and has the potential to significantly impact the treatment of diabetes, cardiovascular illness, cancer, and neurodegenerative diseases.

**Julia Spaniol** (Psychology) was awarded Canada Research Chair (Tier II) in Cognitive Aging for her exploration of the behavioural and biological changes that accompany loss of brain function with age.

Spaniol's work will pave the way for the development of training regimens to enhance everyday cognitive performance in older adults. Her findings will also help inform the design of real-world settings (e.g., healthcare, finance, transportation) in which the reduced cognitive capacity of older adults often puts them at a disadvantage.

# MUNICIPAL, PROVINCIAL & OTHER FEDERAL NON TRI-COUNCIL FUNDING

**\$7.8M**

RECEIVED IN NON TRI-COUNCIL FEDERAL FUNDING

**\$6.7M**

RECEIVED IN PROVINCIAL FUNDING

Ryerson received \$6.7 million in research revenue from provincial agencies, representing a 52% increase and 15% of our total SRC funding. Ryerson was awarded Ontario Government funding from ministries such as the Ministry of Training, Colleges and Universities; the Ministry of Economic Development, Employment and Infrastructure; and the Ministry of the Environment; among others.

**The Ontario Centres of Excellence (OCE)** invested \$1.8 million in funding in Ryerson to help create jobs and drive prosperity in the province through industry research and development collaborations, representing an increase over 2013-14. This funding supported projects like the **Campus Linked Accelerator (CLA)**, which will be used to broaden the reach of entrepreneurial thinking and innovation across the university. Ryerson also received \$205,000 from municipal agencies to address city-specific needs.

A total of \$7.8 million from Federal non Tri-Council funding sources, such as **Grand Challenges Canada** and **International Science and Technology Partnerships Canada**, speak to Ryerson's growing research reputation and the impact that our researchers are having on solving both domestic and international problems.



**Rafik Loutfy** (Mechanical and Industrial Engineering) was awarded an International Science and Technology Partnerships Canada grant from the Ontario-India Research Collaboration Fund to automate key processes related to railway track operations. With partners Bombardier Transportation, IIT Kanpur, and IAITO Infotech, Loutfy is creating TrackSafe, an integrated railway monitoring system that leverages information technologies such as RFID.

This system will improve track-level operations by sending more accurate alerts to train drivers about the location of workers and analyzing the health of infrastructure to ensure proper maintenance.



**Jason Nolan** (Early Childhood Studies) was awarded a Grand Challenges Canada grant from the Stars in Global Health program, which will create a global network for adaptive design for children with cognitive and physical disabilities. Adaptive Design International will promote open-source adaptive designs for furniture using low-cost materials such as cardboard.

Collaborating with researchers in Bolivia and Ghana, this project will produce and distribute prototypes that can be customized to meet the needs of children with disabilities.



**Kathryn Underwood** (Early Childhood Studies) is working in partnership with the County of Wellington, Ontario, which is funding a study on the experience of disability in early childhood education and child services in the province.

Underwood is conducting interviews with families from rural, remote and urban communities to improve service in Wellington and other communities in Ontario.

# INDUSTRY & OTHER NON-GOVERNMENT FUNDING

**98%**

**INCREASE IN FUNDING FROM  
FOUNDATIONS & NON-PROFITS**

**\$10.6M**

**RECEIVED FROM OTHER  
NON-GOVERNMENT  
SOURCES**

Collaboration with government, industry and community partners is a vital part of Ryerson's research and innovation strategy. With the support of industry contracts and matched funding programs, our researchers are developing innovative products and processes with partners that can be commercialized to enrich the world around us.

In 2014-15, Ryerson received \$4 million from industry partners, including grants and contracts with business enterprises to undertake applied research projects.

Ryerson attracted significant research investments from non-profit organizations and foundations, receiving an unprecedented 98% increase in funding from these groups. With contributions from partners such as Maytree and the J.W. McConnell Family Foundation, Ryerson's total funding from other non-government sources was \$10.6 million in 2014-15.

These partnerships not only support applied research and societal improvement, but also contribute to Canada's HQP, helping to build the capacity of Ryerson's graduate students through exposure to existing business challenges and research and development opportunities, empowering them to become the next generation of problem solvers and leaders.

**The Global Diversity Exchange (GDX)** at Ted Rogers School of Management received funding from the J.W. McConnell Family Foundation and the Maytree Foundation to provide leadership and support for the DiverseCity onBoard project.

In a study conducted at Ryerson in 2009, it was determined that only 13% of leadership positions in the GTA were occupied by visible minorities as compared to a 49.5% share in the population. The DiverseCity onBoard project will work to bridge this diversity gap and will complement existing programs at the University, such as Cities of Migration, Hire Immigrants, and Flight and Freedom.



**Ebrahim Bagheri** (Electrical and Computer Engineering) was awarded an NSERC Collaborative Research and Development grant to develop the next generation of customer relations software. Collaborating with industry partner ThinkCX, Bagheri is creating software that can identify emerging trends among different communities on platforms like Twitter and Facebook.

The software will be able to predict the future needs and inclinations of users, which can be used by businesses to vastly improve the quality of their customer service.

**Michael Kolios** (Physics), with collaborators from Sunnybrook Hospital, was awarded a Terry Fox Research Institute grant from its New Frontiers Program to develop new imaging techniques that can be used to monitor and improve the efficacy of cancer treatments.

Combining ultrasound and photoacoustic imaging into a single technique, Kolios is creating a new method for detecting resistance to cancer therapy. By reducing the time it takes to analyze treatments from weeks to hours, this research will help doctors customize chemotherapy to improve cancer survival rates.

**Dérick Rousseau** (Chemistry) received a research grant from Concept Capital Management to build upon his past work with the company to develop more efficient sunscreen with higher SPF efficacy using fewer harmful chemicals in the formula.

By exploring how oil-soluble sunscreen can be incorporated into oleosomes—a natural delivery vehicle for various oil-soluble compounds—this research will result in better sun protection without the health hazards associated with present-day sunscreen products.

# FACULTY AWARDS HIGHLIGHTS

## External Awards

Ryerson researchers continue to be recognized for the positive impact of their SRC activity. Here are just a few examples of external honours and awards recognizing our accomplished faculty.

**Ron Babin** (Information Technology Management) received the Member of the Year award from the International Association of Outsourcing Professionals (IAOP).

**Jean-Paul Boudreau** (Psychology) was elected as one of eight new 2015 fellows to the Canadian Psychological Association, placing him among those who set new standards in the discipline.

**Kathryn Church** (Disability Studies) received the Ontario Confederation of University Faculty Association (OCUFA) Status of Women Committee's Award of Distinction.

**Catherine Frazee** (Disability Studies), one of Ryerson's professor emerita, has been named an Officer of the Order of Canada for her work with the Canadian Association for Community Living and the Council of Canadians with Disabilities.

**Alan Fung** (Mechanical and Industrial Engineering) received the 2014 Mitacs Award for Exceptional Leadership presented by the Honourable Ed Holder, Minister of State for Science and Technology.

**Tom Griffin** (Hospitality and Tourism Management) won the 2015 Travel and Tourism Research Association's Peter W. Williams (PhD) Award for the Advancement of Multi-Disciplinary Tourism Research.

**Sri Krishnan** (Electrical and Computer Engineering) has been named a fellow of the Canadian Academy of Engineering, one of the highest academic honours for professional engineers in Canada.

**Gil Lan** (Law and Business) received the Hoeber Memorial Award for Outstanding Article from the Academy of Legal Studies in Business and Editorial Board of the American Business Law Journal.

**David Naylor** (Mechanical and Industrial Engineering) was honoured with a prestigious Engineering Medal for Research and Development presented by the Ontario Society of Professional Engineers (OSPE) and Professional Engineers Ontario (PEO).

**Ruth Panofsky** (English) received the PROSE Award for Literature from the American Publishers Awards for Professional and Scholarly Excellence for "The Collected Poems of Miriam Waddington: A Critical Edition".

**Vicki Van Wagner** (Midwifery) received a Lifetime Achievement Award from the Association of Ontario Midwives for her influential role in facilitating midwifery regulation, the formation of the Association, and her continued involvement in Ontario's Midwifery Education Program.

**Bin Wu** (Electrical and Computer Engineering) was honoured with a prestigious Engineering Medal for Engineering Excellence presented by the Ontario Society of Professional Engineers (OSPE) and Professional Engineers Ontario (PEO).

# Royal Society of Canada

The Royal Society of Canada was established in 1882 to foster Canadian research, mentor up-and-coming artists and academics, and advise Canadians and their government on matters of public interest. This year, the Royal Society named the members of its inaugural College of New Scholars, Artists and Scientists, which will represent Canada's emerging generation of multidisciplinary leaders in these fields. Three of Ryerson's researchers were named to the College's 2014 cohort.



**Sepali Guruge** (Nursing) was named for her internationally recognized studies on violence against women in Canadian immigrant communities.

As director of the Immigrant and Racialized Women's Health Project, her recent work addresses the complex intersections of immigration, gender, violence, and health from a global health perspective. Over the last five years, she has worked on related projects with colleagues in Sri-Lanka, Ethiopia, India, Brazil, the U.S., Belgium, Italy, and the U.K.



**Alexandra Mazalek** (Media) was named for her paradigm-shifting research that has brought the digital and physical realms closer together.

As Canada Research Chair in Digital Media and Innovation, her research is on the cutting edge of cognitive science, particularly in the field of human-computer interaction. She also experiments with new approaches to research, intermingling ideas from science, technology and design studies at her interdisciplinary Synaesthetic Media Lab.



**Catherine Middleton** (Information Technology Management) was named for her work addressing the impact of emerging technologies on global tech policy.

As Canada Research Chair in Communication Technologies in the Information Society, Middleton has sought to influence policy makers, organizations, and the media to create a truly digital society in Canada, where everyone has reliable access to the internet and other essential broadband services.

# Internal Awards

## UNIVERSITY-WIDE SRC AWARDS

Each year, the Ryerson community recognizes its researchers at its SRC Awards Luncheon. These awards acknowledge the diversity and range of SRC activity at Ryerson and commend the many contributions of our renowned faculty in different areas and at the various stages of their careers. The following recipients were recognized in 2014-15:

**The Sarwan Sahota Ryerson Distinguished Scholar Award** is presented each year to a Ryerson faculty member who has made an outstanding contribution to knowledge or artistic creativity in their area(s) of expertise – either through a long term, cumulative contribution or a single, particularly insightful or seminal idea, experiment, application or interpretation.

In 2014-15, the Sarwan Sahota Award was presented to two researchers: **Leslie Atkinson** (Psychology) for his exploration of how behaviour and biology are transmitted across generations, and **Krishna Kumar** (Aerospace Engineering) for developing the systems and technologies necessary to create innovative miniature satellites, wireless sensors, and novel means of spacecraft control and formation flying.

**The Collaborative Research Award** was presented to **Deborah Fels** (Information Technology Management) for her research on inclusive design to create new technologies such as enhanced emotive captioning, audio description, and multisensory displays for television, film, theatre, and mixed reality experiences.

**The Social Innovation and Action Research Award** was presented to **Andrew Millward** (Geography), who works to protect and enhance urban forests through innovation and outreach, such as mobile tools that heighten the social responsibility we feel toward city trees.

**The Knowledge Mobilization and Engagement Award** was presented to **Tara Collins** (Child and Youth Care), a champion of children's rights locally, nationally and globally who has worked hard to influence policymakers in Canada and beyond to uphold their commitments under the United Nations Convention of the Rights of the Child.

The **Early Research Career Excellence Award** was presented to **Ebrahim Bagheri** (Mechanical and Industrial Engineering) for striving to understand the underlying semantics of Big Data to build adaptive software systems that are able to self-reconfigure to changing environments and automatically react to undesirable situations.

## **DEANS' SRC AWARDS**

Individual faculty members are also recognized through the Deans' SRC Awards for outstanding achievement in SRC activity, having made an impact within their disciplines during the previous academic year. The following are the recipients for 2014-15:

### **Faculty of Arts**

**Martin Antony** (Psychology)

**Amina Jamal** (Sociology)

**Eric de Noronha Vaz** (Geography and Environment Studies)

### **Faculty of Communication and Design**

**Jeffrey Boase** (Professional Communication)

**Bruno Lessard** (Image Arts)

### **Faculty of Community Services**

**Sepali Guruge** (Nursing)

**Jennifer Lapum** (Nursing)

**Raktim Mitra** (Urban and Regional Planning)

### **Faculty of Engineering and Architectural Sciences**

**Habiba Bougerara** (Mechanical and Industrial Engineering)

**Sharareh Taghipour** (Mechanical and Industrial Engineering)

**Bo Tan** (Aerospace Engineering)

### **Faculty of Science**

**Alexandre Douplik** (Physics)

**Marcos Escobar** (Mathematics)

### **Ted Rogers School of Management**

**Rachel Dodds** (Hospitality and Tourism Management)

**Sari Graben** (Law and Business)



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To

# INNOVATION, COMMERCIALIZATION & IMPACT

Ryerson SRC activity is leading the way in fuelling Canada's economic, social and cultural development.

Our focus on partnerships that support market-driven innovation has attracted international attention and has opened doors to new collaborations and opportunities. With this collaborative approach to innovation, Ryerson provides industry, government, and non-profit organizations with access to world-class expertise and facilities to improve businesses, policies, products and services.



# FROM IDEA TO MARKETPLACE

**34 INVENTION DISCLOSURES  
FILED IN 2014-15**

Home to a number of leading interdisciplinary research centres, institutes and innovation zones, Ryerson offers its partners expertise and resources at every step of the journey from idea to marketplace. Identifying and commercializing inventions ultimately supports our mission to contribute to the societal and economic benefit of Canada.

Invention disclosures are a measure of the number of potentially commercializable inventions arising from a university's research labs, and they comprise the first step in transferring research outcomes from the lab to the marketplace. The technologies and inventions that are described in disclosures are evaluated and protected with the goal of transferring the technologies into the marketplace through either licences or new company creation. In 2014-15, Ryerson researchers filed 34 invention disclosures, indicating the success of our added supports for faculty interested in commercializing their research.

Another way that Ryerson transfers knowledge is through collaboration with industry, non-profit, and government partners. Faculty and students are increasingly engaging with partners on innovative projects, from aircraft enhancements to ergonomics tools.



**Colleen Carney** (Psychology) led a multi-institutional research team in collaboration with insomnia experts and potential users to develop the Consensus Sleep Diary tool, which is being adopted as a new standard sleep diary in the field of insomnia research.

While researchers can use the tool for free, commercial users such as pharmaceutical companies have been licensing the tool for a fee to conduct drug studies.

**Mark Towler** (Mechanical and Industrial Engineering) and his postdoctoral student Declan Curran filed a patent in July 2015 for a device and method to detect monosodium urate deposits in the human body, which can be analyzed to diagnose various medical conditions such as gout.

This diagnostic innovation involves a simple external scan of a joint, replacing the current practice of withdrawing fluid from the joint using a long needle.

**Jeff Xi** (Aerospace) received an Ontario Aerospace R&TD Challenge grant from NSERC and the Ontario Centres of Excellence to design innovative aircraft cabin interiors.

Partnering with Bombardier Aerospace, and with in-kind contributions from Christie Digital, Xi is experimenting with new seat designs for commercial aircraft as well as interior structure, adaptive panels, lighting techniques, and climate control to create designs that minimize the weight of aircraft while enhancing passenger comfort.

# CHAMPIONING ENTREPRENEURSHIP

Ryerson provides support and unique opportunities for up-and-coming innovators while advancing economic development through spin-off companies and job creation.

At Ryerson, we celebrate entrepreneurial spirit. The University has a mandate to engage 10% of students in entrepreneurial learning and experiences. Students, faculty and researchers all embrace experiential learning and adopt entrepreneurial approaches to developing innovative products and processes that are competitive in the global landscape.

Ryerson received funding from the Federal Government's **Canada Accelerator and Incubator Program (CAIP)** for the Zones of Incubation and Innovation Project – a national, research-driven incubator that will amplify the member universities' existing facilities to create an expansive technology, company and job-creation ecosystem. More than 130 companies received support services that include mentorship, workshops and access to business networks through Ryerson's CAIP funding.

The University also received funding from the Ministry of Economic Development, Employment and Infrastructure for its **Social Enterprise Demonstration Fund (SEDF)**. This will support the creation of an accelerator and funding program to develop social enterprises in the GTA that address equity and diversity, sustainability, education, poverty, access to health, and other key issues, with a focus on under-represented groups and youth facing barriers.

Ryerson continues to build the entrepreneurial pipeline by hosting **Ontario's Summer Company Program** that provides youth on their summer break with funding to initiate business ideas. Funded by the Ontario Ministry of Economic Development, Employment and Infrastructure, more than 50 youth aged 15-29 participated in 2014-15, an increase of 150% from 2013-14.

# Social Innovation and Entrepreneurship

Ryerson is addressing real-world societal challenges by mainstreaming social innovation across the university to advance processes, products and services aimed at promoting social goals.

Ryerson is Canada's first Changemaker Campus as designated by Ashoka, a global community of action that works to increase the impact of social ventures. Ryerson students and faculty continue to challenge societal norms and create initiatives, processes, companies, and action to address the needs of community, both locally and beyond.

In November 2014, Ryerson was the recipient of a **RECODE Grant** from the J.W. McConnell Family Foundation to support social innovation research, student-based social innovation activities, and seed funding towards social enterprises. In 2014-15, 7 Ryerson Faculty members and 14 students received funds to support their research and initiatives.

Ryerson's **ADaPT** program is helping Social Sciences and Humanities (SSH) students excel in the labour market by providing them with advanced digital and professional skills, as well as internship opportunities to improve students' employment prospects after graduation. Ryerson received additional funding in 2014-15 to expand the ADaPT program.

Ryerson research also benefited from private sector benefactors. The Brookfield Partners Foundation was among Ryerson's most generous supporters in 2014-15, gifting the University with \$13 million in support to create the **Brookfield Institute for Innovation and Entrepreneurship** at Ryerson, and to fund innovation projects across the University.

# KNOWLEDGE MOBILIZATION

Knowledge mobilization is an important and complex aspect of the research process that is essential to improving policies, services and communities. Impact on policy and society through the application of research is at the heart of Ryerson's mission to meet societal need. In 2014-15, the Faculty of Communication and Design's Centre for Communicating Knowledge was launched to provide knowledge mobilization services to faculty, foster active collaboration leading to greater impact, and to conduct research.



**Idil Atak** (Criminology) received a SSHRC Connection Grant to organize the 8th Annual Conference of the Canadian Association for Refugee and Forced Migration Studies (CARFMS) on "Advancing Protection and Fostering Belonging in a Global Era of the Criminalization of Migration".

The Conference addressed how Canada and other countries have resorted increasingly to criminal law measures to deter and punish migrants, especially irregular migrants, refugees, and other forced migrants.

**Blake Fitzpatrick** (Image Arts) received a SSHRC Connection Grant to organize a three-day symposium at Ryerson and Trent Universities. The symposium was structured around the concept of critical topography, or the way that we understand the relationships between "thought" and "place": how thought ranges over place and how it invents place.

Symposium panels covered a multidisciplinary range of topics, including residential schools in Canada, climate change, and civic participation.

# PUBLICATIONS & CITATIONS

**966** ACADEMIC PUBLICATIONS IN 2014-15

**10,302** CITATIONS OF RYERSON RESEARCHERS BY OTHER SCHOLARS

**19%** INCREASE IN CITATIONS OVER THE PREVIOUS YEAR

Ryerson's publications and citations have continued to grow over the past year, once again revealing an upward trend in the University's research impact. Two indicators of Ryerson's successful knowledge mobilization performance are the total number of SRC publications produced by faculty members and the number of times they have been cited in other publications.

In 2014-15, Ryerson researchers produced 966 academic publications and our researchers were cited 10,302 times by other scholars.

NOTE: Academic publications include journal articles, conference papers and book reviews.

SOURCE: Web of Science, Thompson Reuters as of October 30, 2015.

Totals fluctuate as information is made available.

# ADDITIONAL SCHOLARLY, RESEARCH & CREATIVE ACTIVITIES

SRC excellence is marked by more than just funding, partnerships, commercialization, and other economic performance metrics. Ryerson faculty are also committed to disseminating knowledge in both traditional and innovative new forms. The publication of books, the

delivery of performances, exhibitions across a wide range of media, and journalistic activity are among the many pursuits of Ryerson's faculty members. The following listings give an overview of just a few of the highlights.

## BOOKS

Randy Boyagoda (English)	<i>Richard John Neuhaus: A Life in the Public Square</i>
Murray Pomerance (Sociology)	<i>MARNIE</i>
Alan Sears (Sociology)	<i>The Next New Left: A History of the Future</i>
Souraya Sidani (Nursing)	<i>Health intervention research: Advances in research design and methods</i>
Farzin Vejdani (History)	<i>Making History in Iran: Education, Nationalism, and Print Culture</i>
Henry Warwick (RTA School of Media)	<i>Radical Tactics of the Offline Library</i>

## CREATIVE WRITING

Susan Cody (Professional Communications)	<i>"Help My Mastiff (Not My Business)"</i>
Kiaras Gharabaghi (Child & Youth Care)	<i>Apps for the postmodern child and youth care practitioner</i>
Thomas Heise (English)	<i>The Disquieting Muses</i>

## EXHIBITIONS, INSTALLATIONS AND PERFORMANCES

Vincent Hui (Architectural Science)	<i>Stomata: Nuit Blanche 2014</i>
Ramona Pringle (RTA School of Media)	Avatar Secrets Installation
Nina-Marie Lister (Urban & Regional Planning)	<i>XING: (Re)Connecting Landscapes (2)</i>
Peggy Shannon (Theatre)	<i>Suppliant Women</i>
Don Snyder (Image Arts)	<i>60 Years of Marlboro Music: The Early Years</i>
Samantha Wehbi (Social Work)	<i>Everyday Activists</i>

## FILM AND VIDEO

Gerda Cammaer (Image Arts)	<i>The B-Film Keeper</i>
Lynn Lavallée (Social Work)	<i>Telling A Different Story</i>
Joseph Medaglia (Fashion)	<i>The Body of Others</i>
Sean Wise (Entrepreneurship and Strategy)	<i>The Naked Entrepreneur</i>

## JOURNALISM

Kamal Al-Solaylee (Journalism)	<i>Yemen Runs Through My Veins</i>
Tony Burman (Journalism)	<i>World yawns as Syria enters the dark ages: Burman</i>
Hayden King (Politics and Public Administration)	<i>Hayden King: First Nations crisis is about land. We need a new settlement</i>
Chris MacDonald (Law and Business)	<i>Canada should follow New York's crackdown on bogus herbal remedies</i>

# SELECT CENTRES & INSTITUTES

Working closely with local and international partners, Ryerson's Centres and Institutes contribute to research across a wide range of disciplines, from innovations in 3D printing, to the development of sustainable urban infrastructure, to the exploration of law and justice in today's society. We have established several new centres in the past year to advance Ryerson's position as a leader in applied research in Canada.

These new centres and institutes include the **Centre for Communicating Knowledge (CCK)** (Faculty of

Communication and Design), which provides support to researchers and institutions for knowledge mobilization and scholarly communication; the **City Building Institute** (Faculty of Community Services), bringing together multidisciplinary perspectives to address critical urban problems; and **Ryerson Urban Water (RUW) Centre** (Faculty of Science), supporting healthy urban water while promoting innovation in water education.

Other centres and institutes at Ryerson include but are not limited to:

## UNIVERSITY-BASED CENTRES AND INSTITUTES

Centre for the Study of Commercial Activity (CSCA)

Law Research Centre

Ryerson Centre for Immigration and Settlement (RCIS)

## FACULTY OF ARTS

Centre for Digital Humanities (CDH)

Centre for Indigenous Governance

Institute for Stress and Wellbeing Research

Modern Literature and Culture Research Centre (MLC)

Psychology Research and Training Centre (PRTC)

## FACULTY OF COMMUNICATION AND DESIGN

Centre for Communicating Knowledge (CCK)

Documentary Media Research Centre (DMRC)

Print Media Research Centre (PMRC)

Ryerson Journalism Research Centre

RTA Transmedia Centre

## **FACULTY OF COMMUNITY SERVICES**

Centre for the Advancement of the Scholarship of Teaching & Learning (CASTL)  
Centre for Global Health and Health Equity  
Centre for Health in at Risk Populations (CHIRP)  
Centre for Studies in Food Security  
Centre for Urban Research and Land Development (CUR)  
City Building Institute  
Ryerson Centre for Children, Youth and Families

## **FACULTY OF ENGINEERING AND ARCHITECTURAL SCIENCE**

Centre for Engineering Innovation & Entrepreneurship (CEIE)  
Centre for Urban Energy (CUE)  
Institute for Biomedical Engineering, Science and Technology (iBEST) with St. Michael's Hospital and Faculty of Science  
Ryerson Institute for Aerospace Design and Innovation (RIADI)  
Ryerson Institute for Infrastructure Innovation (RIII)

## **FACULTY OF SCIENCE**

Institute for Biomedical Engineering, Science and Technology (iBEST) with St. Michael's Hospital and Faculty of Engineering and Architectural Science  
Privacy and Big Data Institute  
Ryerson Urban Water (RUW) Centre

## **TED ROGERS SCHOOL OF MANAGEMENT**

Canada-China Institute for Business & Development (CCIBD)  
Centre for Labour Management Relations (CLMR)  
Centre for Voluntary Sector Studies (CVSS)  
Diversity Institute (DI) and Global Diversity Exchange (GDX)  
Entrepreneurship Research Institute (ERI)  
Inclusive Media and Design Centre (IMDC)  
Institute for Innovation and Technology Management (IITM)  
Institute for the Study of Corporate Social Responsibility  
Privacy and Cyber Crime Institute  
Social Media Lab  
Ted Rogers Institute for Hospitality and Tourism Research  
Ted Rogers Leadership Centre

## **INNOVATION CENTRES**

Incubate Innovate Network of Canada (I-INC)  
Ryerson Centre for Cloud and Context-Aware Computing (RC4)



# THE NEXT GENERATION



# DEVELOPING TALENT

23 MITACS ACCELERATE  
9 CONNECT CANADA  
11 TALENTEDGE FELLOWSHIP

PROJECTS SPONSORED IN 2014-15

Ryerson is working with government, communities and industry to develop the next generation of highly qualified personnel (HQP) into future leaders in the private, public, and non-profit sectors.

We continue to attract top students who have chosen Ryerson for its experiential learning model. The University partners with government and industry to create meaningful experiences within our student research programs. Graduate students are expanding their research capacity under field experts and industry leaders, while our partner organizations gain from the valuable knowledge transfer that comes from student placements.

The University's innovative approach to education is ensuring that our students gain critical thinking, analytical, and practical skills that prepare them for future pursuits in research, entrepreneurship, or employment.

**Mitacs** is a non-profit organization that works with governments and universities across the country to develop research and training programs for industrial/social innovation, creating opportunities for graduate and post-doctoral fellows.

**Connect Canada** is the internship program managed by AUTO21 Inc., an organization that actively engages Canada's automotive sector in applied automotive R&D. They have created a national community of researchers who partner with automakers, parts and materials suppliers, and public sector organizations to support hands-on learning for students.

**TalentEdge**, administered by the Ontario Centres of Excellence (OCE), is a program that provides Ontario students and recent graduates with real-world experience working on collaborative industry-driven projects and is an integral component of Ontario's Youth Jobs Strategy.

# STUDENT HONOURS & AWARDS

Ryerson University is committed to building our students' capacity in research and innovation through their involvement in SRC projects. The following is a sample of some of the SRC awards and grants received by Ryerson students in 2014-15.

Molecular Science Master's student **Omar Abdi** won the award for best presentation in Material Science at the 2014 Chemical Society of Canada conference in Vancouver, for his presentation titled "Synthesis and characterization of novel biochromic and bipedal dyes for dye-sensitized solar cells."

Molecular Science Master's student **Monica Dayam** was awarded the International Conference and Research Support Fund (ICRSF) award to attend the Federation of American Societies for Experimental Biology (FASEB) science conference, presenting "The role of PIKfyve in macrophages: Effect on phagosome maturation and endosomal system."

Hospitality and Tourism Management student **Quincia Gumbs** received the Baxter Travel Media's annual Responsible Travel and Tourism Forum Student Leadership Award, which recognizes the efforts of the next generation of travel professionals.

Computer Science Master's student **Ssowjanya Harishankar** won the Best Paper Award of the 29th IEEE International Conference on Advanced Information Networking and Applications (AINA-2015) held in Gwangju, Korea, for her paper "E-MAntNet: An ACO-Based Energy Efficient Routing Protocol for Mobile Ad Hoc Networks."

MBA Global Management student **Cara Kwok** won the Best Paper Award in the Health Care Management Division of the 2015 Administrative Sciences Association of Canada (ASAC) Conference in Halifax.

Social Work graduate **Teriano Lesancha** received the YWCA Young Woman of Distinction Award for her role in transforming the lives of young girls and women around the world.

Psychology graduate students **Jenny J.W. Liu, Vivian Huang** and **Katlyn Peck** won Best Symposium Award for their presentation, "The complex role of emotion in stress: A discussion of multiple approaches to understanding their relationship(s)," at the Psychology Outside the Box Conference.

A recent graduate of the Ryerson Public Administration and Governance program offered in partnership with the First Nations Technical Institute, **Athena Bedassigae-Pheasant**, won the Hydro One Award. She has previously worked in the justice sector at the Chiefs of Ontario secretariat.

Social Work graduate **Jake Pyne** is one of the 14 recipients of the prestigious Pierre Elliott Trudeau Foundation's 2014 Trudeau Scholarship to help him establish ways to support the parents, caregivers and health providers of transgender youth during their gender transition.



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# INTERNATIONAL ENGAGEMENT

**237**

**INBOUND EXCHANGE  
STUDENTS FROM PARTNER  
INSTITUTIONS**

**217**

**OUTBOUND EXCHANGE  
STUDENTS FROM RYERSON**

**141**

**INTERNATIONAL PARTNERS  
ACROSS 36 COUNTRIES**



# Growing Global Networks

**36 COUNTRIES**

**18 NEW INSTITUTIONAL AGREEMENTS  
SIGNED IN 2014-15**

Ryerson's reputation for entrepreneurship and innovation has been instrumental in forming new partnerships in 2014-15. Ryerson's Internationalization Framework continues to engage countries of strategic importance to the University and to support the interests of students, faculty and other researchers.

We continue to build on relationships with our partners, collaborating with 141 international partners in 36 countries around the globe, including 18 new institutional agreements that were signed in 2014-15.

International collaboration contributes to Ryerson's global recognition, SRC capacity and new experiential learning opportunities for students.

This year, Ryerson announced a groundbreaking collaboration with the Bombay Stock Exchange Institute and the University of the Witwatersrand. This tripartite partnership will facilitate the global expansion of start-up companies from the DMZ, Zone StartUps India, and the Witwatersrand Tech Zone into new markets through joint ventures and soft landing programs, contributing to economic development in all three regions.

In June 2014, Ryerson welcomed an 11-person delegation from The Association of Southeast Asian Nations (ASEAN) – including the Indonesian Minister of Trade, the Cambodian Minister of Commerce, and the Laotian Minister of Industry – accompanied by the Honourable Minister Edward Fast (Canadian Federal Minister of Trade) to visit the Centre for Urban Energy (CUE) as an example of effective academic-industry partnerships.



An increasing number of faculty and students from other institutions are gaining insights from working with our researchers across disciplines. The University welcomed 80 research students and scholars in 2014-15.

**Andrea Bellucci**, a postdoctoral researcher at Universidad Carlos III in Madrid, spent seven months at Ryerson alongside **Alexandra (Ali) Mazalek** (Media) working with students and other postdocs on the research and design of tools that support cross-device/cross-platform development for physical/digital environments and applications.

**Alejandra Culebro**, a PhD Candidate from the University of Helsinki, spent three months at Ryerson working with **Warren Wakarchuk** (Chemistry and Biology), taking advantage of his expertise in GT-42 enzymes for inclusion in her PhD thesis, which led to a joint publication in a peer-reviewed journal.

Graduate students are contributing to Ryerson's profile in research excellence across the globe. In 2014-15, Ryerson students from a range of academic areas and teams from the MBA and Architecture programs presented their research at international conferences, achieving impressive results at prestigious international competitions.

**David Colangelo**, PhD student in Communication and Culture, presented two of his research-creation projects: In The Air Tonight, a project created for the LED facade of the Ryerson Image Arts Centre in Toronto, and E-TOWER, a project created for Toronto's CN Tower at the Media Architecture Biennale in Aarhus, Norway in October 2014.

**Reyhaneh Nosrati**, MSc student in Mechanical and Industrial Engineering, presented her work at the People and Buildings Conference in London, England in September 2014, focusing on Energy Consumption and Environmental Impact Assessment of the Energy Efficient Houses in Toronto, Canada.

**Samira Zare Mohazabieh**, MSc student in Biomedical Physics, presented her work on brain imaging using hyperspectral near-infrared spectroscopy at the SPIE Bios Conference in San Francisco, California in February 2015.

# RESEARCH ETHICS BOARD

The Ryerson Research Ethics Board (REB) supports the advancement of our research programs by ensuring that researchers are informed of research ethics policies and are in compliance with federal guidelines.

The REB's review activities have increased as a result of the increased scope and complexity of research projects undertaken by Ryerson researchers.

## RYERSON ETHICS BOARD MEMBERS 2014-15

**Lynn Lavallée**, Chair

**Toni Fletcher**, Research Ethics Coordinator (staff, non-voting)

**Zakiya Atcha**, Research Ethics Assistant Coordinator (staff, non-voting)

**Patrizia Albanese**, Yeates School of Graduate Studies

**Stephen Want**, Yeates School of Graduate Studies

**Maureen Reed**, Yeates School of Graduate Studies

**Alexandra Fiocco**, Faculty of Arts

**Melanie Knight**, Faculty of Arts

**Bernie Murray**, Faculty of Communication and Design

**Joanne DiNova**, Faculty of Communication and Design (aboriginal expertise)

**Kristyn Scott**, Ted Rogers School of Management

**Asher Alkoby**, Ted Rogers School of Management (legal expertise)

**Sari Graben**, Ted Rogers School of Management (legal expertise)

**Chris MacDonald**, Ted Rogers School of Management (ethics expertise)

**Lori Schindel Martin**, Faculty of Community Services

**Calvin Langton**, Faculty of Community Services

**Raffi Karshafian**, Faculty of Science

**To be announced**, Faculty of Engineering and Architectural Science

## COMMUNITY MEMBERS

**Brent Guilliard**, Community Member (Urban Planner)

**Scott Gavura**, Community Member (Pharmacologist)

**Dionisio Nyaga**, Community Member (Social Work) (indigenous expertise)

**Zakiya Atcha**, Community Member (Social Work)

## STUDENT MEMBERS

**Amy Brown Bowers**, Graduate Student

**Sean Hillier**, Graduate Student

**Betina Borova**, Undergraduate Student

**Nazanin Ayon**, Undergraduate Student

**Joy Miclat**, Undergraduate Student

# THE SCHOLARLY, RESEARCH & CREATIVE ACTIVITY ADVISORY COMMITTEE

The Scholarly, Research and Creative (SRC) Activity Advisory Committee is the leading venue for discussion, advice and guidance on the strategic research issues and directions of Ryerson University. On behalf of the research enterprises across Ryerson, the SRC Activity Advisory Committee addresses all aspects of SRC activities including basic and applied research, knowledge translation, commercialization and industry. Members of the SRC Activity Advisory Committee also serve on the SRC Activity Standing Committee of the Senate.

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Associate Dean, Faculty of Community Services

# SELECT EXTERNAL RESEARCH FUNDING AWARDED IN 2014-15

The following is a list of some external research grants from major funding competitions awarded to Ryerson faculty in 2014-15. The list does not include sub-grants or awards that are not yet public. Available and announceable details, reported as of September 2015, are provided for the awards. For full details granted during the 2014-15 fiscal year, visit: [ryerson.ca/research/2014-15awardlist/](http://ryerson.ca/research/2014-15awardlist/)

## NATURAL SCIENCES AND ENGINEERING RESEARCH COUNCIL OF CANADA

### Collaborative Research and Development Grants

Ebrahim Bagheri (Electrical and Computer Engineering)	Semantics-enabled Social Network Analysis	\$450,000
Frank Russo (Psychology)	A dynamic emotion feedback system for music using audio, symbolic and physiological features	\$291,999
Fengfeng (Jeff) Xi (Aerospace Engineering)	Modular Reconfigurable Aircraft Cabin Interiors	\$200,000
Dewei (David) Xu (Electrical and Computer Engineering)	Advanced Thermal Management Technologies for the Next Generation Aerospace Power Converters	\$160,000
Ling Guan (Electrical and Computer Engineering)	An optimized cloud-based mobile augmented reality system for marketing and advertising	\$159,945

### Discovery Grants

Ling Guan (Electrical and Computer Engineering)	Developing Information Theoretic Tools for Multimedia Multimodal Information Processing	\$185,000
Sridhar Krishnan (Electrical and Computer Engineering)	Non-stationary Signal Feature Extraction and Analysis	\$185,000
Jelena Misic (Computer Science)	Resource management in cloud data-centers	\$180,000
Robert Botelho (Chemistry and Biology)	Regulation and Function of Phosphoinositide Lipid Signalling	\$170,000
Said Easa (Civil Engineering)	Advancing performance-based highway geometric design	\$170,000
Jeffrey Fillingham (Chemistry and Biology)	Transcriptional regulation of non-coding RNAs in <i>Tetrahymena thermophila</i>	\$170,000

Joseph McPhee (Chemistry and Biology)	Antimicrobial peptide resistance mechanisms in adherent-invasive <i>Escherichia coli</i>	\$160,000
Sarah Sabatinos (Chemistry and Biology)	Measuring the effect of environmental stress on checkpoint, genome instability and survival	\$160,000
Xiao-Ping Zhang (Electrical and Computer Engineering)	Signal and Data Processing Based on Statistical and Graphical Models	\$150,000
Ebrahim Bagheri (Electrical and Computer Engineering)	Dynamic Runtime Software Architecture Adaptation	\$145,000
Alexandra Mazalek (RTA School of Media)	Grasping Science: Designing Tangible and Embodied Interactions for the Computational Sciences	\$145,000
Fengfeng (Jeff) Xi (Aerospace Engineering)	Shape Adaptive Modular Reconfigurable Systems	\$145,000
Deborah Fels (Information Technology Management)	Inclusive media and design	\$140,000
Mohamad Jaber (Mechanical and Industrial Engineering)	Inventory management in sustainable closed-loop supply chains with continuous improvement	\$140,000
John Enright (Aerospace Engineering)	Attitude Estimation for Small, Agile Spacecraft	\$125,000
Zouheir Fawaz (Aerospace Engineering)	Experimentally validated models for the prediction of fatigue damage progression and failure of conventional and green polymeric composites in aerospace and biomedical applications	\$125,000
Stephanie Melles (Chemistry and Biology)	Cross-scale drivers of diversity in relation to global change in aquatic and terrestrial ecosystems	\$125,000
Vojislav Misic (Computer Science)	Opportunistic spectrum access for emergency response networks	\$125,000
Ziad Saghir (Mechanical and Industrial Engineering)	Diffusion in Multi-component mixtures	\$125,000
Dewei (David) Xu (Electrical and Computer Engineering)	Next Generation Grid Connected Converters for Smart Grid	\$125,000
Olivia Das (Electrical and Computer Engineering)	Performance and Availability Evaluation of Software Systems	\$120,000
Mikhail Soutchanski (Computer Science)	A Principled Approach to Reasoning about Discrete Dynamic Systems	\$120,000
Ahmed Abdelrahman (Civil Engineering)	Development of innovative techniques for optical and LiDAR sensor data processing	\$110,000
Raffi Karshafian (Physics)	Interaction of ultra-sonically stimulated microbubbles with biological membranes	\$110,000
Karthikeyan Umapathy (Electrical and Computer Engineering)	Adaptive Signal Modeling and Feature Extraction Methods for Analyzing Cardiac Fibrillation	\$110,000
Shudong Yu (Mechanical and Industrial Engineering)	Modeling vibrational behaviour of non-smooth large scale dynamical systems	\$110,000
Janet Koprivnikar (Chemistry and Biology)	Host resistance and tolerance to parasitism: importance of behaviour and habitat in a changing world	\$105,000
Anthony Bonato (Mathematics)	Complex networks and vertex pursuit games	\$100,000
Robert Gossage (Chemistry and Biology)	Ligand Designs for Catalysis: New Directions for Green Chemistry	\$100,000
Hesham Marzouk (Civil Engineering)	Utilization of Ultra High Performance Concrete for Offshore Applications	\$100,000

**Other NSERC Discovery grants were also received by the following faculty members:** Chen (Cherie) Ding (Computer Science), Said Easa (Civil Engineering), Silvana Ilie (Mathematics), Andriy Miransky (Computer Science), Stephen Waldman (Chemical Engineering).

## Idea to Innovation

Michael Kolios (Physics)	Development of an acoustic and photoacoustic flow cytometer	\$125,000
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## Research Tools and Instruments

Scott Tsai (Mechanical and Industrial Engineering)	Microscopy system for microfluidics with integrated optical tweezers and high speed imaging	\$140,385
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## Engage Grants

**NSERC Engage grants were received by the following faculty members:** Ahmed Abdelrahman (Civil Engineering), Alagan Anpalagan (Electrical and Computer Engineering), Ebrahim Bagheri (Electrical and Computer Engineering), Soosan Beheshti (Electrical and Computer Engineering), Ayse Bener (Mechanical and Industrial Engineering), Ying Jung (Joseph) Chow (Civil Engineering), Joon Chung (Aerospace Engineering), Konstantinos Derpanis (Computer Science), Alexandre Douplik (Physics), Seth Dworkin (Mechanical and Industrial Engineering), Xavier Fernando (Electrical and Computer Engineering), Alexander Ferworn (Computer Science), Alan Fung (Mechanical and Industrial Engineering), Mark Gorgolewski (Architectural Science), Ling Guan (Electrical and Computer Engineering), Martina Hausner (Chemistry and Biology), Siyuan He (Mechanical and Industrial Engineering), Khandaker (Anwar) Hossain (Civil Engineering), Darko Joksimovic (Civil Engineering), Mohammed (Reza) Kianoush (Civil Engineering), Farrokh Janabi-Sharifi (Mechanical and Industrial Engineering), Guang Jun Liu (Aerospace Engineering), Jinyuan Liu (Civil Engineering), Ali Miri (Computer Science), Farahnaz Mohammadi (Electrical and Computer Engineering), David Naylor (Mechanical and Industrial Engineering), Pawel Pralat (Mathematics), Kaamran Raahemifar (Electrical and Computer Engineering), Russell Richman (Architectural Science), Anton de Ruiter (Aerospace Engineering), Khaled Sennah (Civil Engineering), Medhat Shehata (Civil Engineering), James Smith (Electrical and Computer Engineering), Sharareh Taghipour (Mechanical and Industrial Engineering), Vladislav Toronov (Physics), Scott Tsai (Mechanical and Industrial Engineering), Ahmad Varvani-Farahani (Mechanical and Industrial Engineering), Warren Wakarchuk (Chemistry and Biology), Fengfeng (Jeff) Xi (Aerospace Engineering), Fei Yuan (Electrical and Computer Engineering), Lian Zhao (Electrical and Computer Engineering).

## Other NSERC Grant Recipients

**Other NSERC grants were also received by the following faculty members:** Liping Fang (Mechanical and Industrial Engineering), Bryan Koivisto (Chemistry and Biology), Farrokh Janabi-Sharifi (Mechanical and Industrial Engineering), Hua Lu (Mechanical and Industrial Engineering), Frank Russo (Psychology), Balasubramanian Venkatesh (Electrical and Computer Engineering).

## SOCIAL SCIENCES AND HUMANITIES RESEARCH COUNCIL OF CANADA

### Insight Grants

Catherine Middleton (Information Technology Management)	Digital Canada: Understanding Canadian's infrastructure and literacy needs for engagement in digital society	\$210,139
Becky Choma (Psychology)	Ideological beliefs and differential distress: Threat target as a moderator	\$175,491
Ivor Shapiro (Journalism)	Mapping the professional orientation of Canadian Journalists	\$136,328
Paul Moore (Sociology)	Circuits of Cinema: Itinerant Showmanship in North America, 1895 to 1907	\$105,657

### Partnership Development Grants

Kathryn Underwood (Early Childhood Studies)	Inclusive Early Childhood Service System Project	\$199,855
Kiaras Gharabaghi (Child and Youth Care)	Learning as Intervention	\$189,908
Jennifer Martin (Child and Youth Care)	Child Sexual Abuse Images Online: Identifying and Addressing Knowledge Gaps and Multilevel Barriers to Cross-sectoral Responses	\$142,707

### Insight Development Grants

**Insight Development grants were received by the following faculty members:** Ben Barry (Fashion), Rachel Berman (Early Childhood Studies), Calvin Langton (Child and Youth Care), Osmud Rahman (Fashion), Kristin Smith (Social Work), Haomiao Yu (Economics), Zhixi Cecilia Zhuang (Urban and Regional Planning).

## Connection Grants

**SSHRC Connection grants were received by the following faculty members:** Idil Atak (Criminal Justice and Criminology), Blake Fitzpatrick (Image Arts), Elizabeth McCay (Nursing), Daniel Rubenson (Politics and Public Administration).

## Other SSHRC Grant Recipients

**Other SSHRC grants were also received by the following faculty members:** Wendy Cukier (Information Technology Management), Henry Parada (Social Work), Janice Waddell (Nursing).

## CANADIAN INSTITUTES OF HEALTH RESEARCH

### Team Grants

Trevor Hart (Psychology) *+	HIV Prevention for Gay and Bisexual Men: A Multisite Study and Development of New HIV Prevention Interventions	\$1,500,000
Josephine Wong (Nursing) *	Reducing HIV vulnerabilities and Promoting Resilience among self-identified heterosexual African, Caribbean and Black Men in Ontario	\$1,499,925

\* In partnership with the Ontario HIV Treatment Network

+ In partnership with Canadian Foundation for AIDS Research

### Operating Grants

Candice Monson (Psychology)	A comparison of the effects of internet-based strategies to support mental health clinicians' use of an effective psychotherapy for post-traumatic stress disorder	\$728,496
Stephen Waldman (Chemical Engineering)	Tissue engineering of auricular cartilage implants for external ear reconstruction	\$339,992
Zahava Rosenberg-Yunger (Health Services Management)	Development and Assessment of an Instrument for Evaluating Public and Patient Involvement in Resource Allocation Decisions	\$161,980

## CANADA RESEARCH CHAIRS

Robert Botelho (Chemistry and Biology)	Tier 2 Canada Research Chair in Biomedical Science and Technologies	\$500,000
Julia Spaniol (Psychology)	Tier 2 Canada Research Chair in Cognitive Aging	\$500,000

## OTHER FEDERAL GOVERNMENT

### Grand Challenges Canada – Stars in Global Health

Jason Nolan (Early Childhood Studies)	Adaptive Design International: a global social network for the construction of low-cost custom adaptations for children with disabilities	\$112,000
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### NCE: AUTO21 Inc. Connect Canada Internships

**NCE: AUTO21 Inc. grants were received by the following faculty members:** Soosan Beheshti (Electrical and Computer Engineering), Nick Bellissimo (School of Nutrition), Daolun Chen, (Mechanical and Industrial Engineering), Alan Fung (Mechanical and Industrial Engineering), Aziz Guergachi (Information Technology Management), Farrokh Janabi-Sharif (Mechanical and Industrial Engineering), Lev Kirischian (Electrical and Computer Engineering), Matthew Kyan (Electrical and Computer Engineering), Songnian Li (Civil Engineering), Rafik Loutfy (Mechanical and Industrial Engineering), Patrick Neumann (Mechanical and Industrial Engineering), Russell Richman (Architectural Science), Medhat Shehata (Civil Engineering), Phillip Walsh (Management and Entrepreneurship), Bin Wu (Electrical and Computer Engineering).

## Other Federal Government Grants

**Other federal government grants were also received by the following faculty members:** Tuna Baskoy (Politics and Public Administration), Daolun Chen (Mechanical and Industrial Engineering), Patrice Dutil (Politics and Public Administration), Deborah Fels (Information Technology Management), Judy Finlay (Child and Youth Care), George Kapelos (Architectural Science), Janet Koprivnikar (Chemistry and Biology), Andrew Millward (Geography), Madhura Mitu Sengupta (Politics and Public Administration), Ratna Omidvar (Ted Rogers School of Management).

## ONTARIO GOVERNMENT & MUNICIPAL GOVERNMENTS

### Ontario Centres of Excellence – Ontario Aerospace R&TD Challenge

Fengfeng (Jeff) Xi (Aerospace Engineering)	Modular Reconfigurable Aircraft Cabin Interiors	\$100,000
Dewei (David) Xu (Electrical and Computer Engineering)	Advanced Thermal Management Technologies for the Next Generation Aerospace Power Converters	\$80,000

**Other OCE grants were also received by the following faculty members:** Mohammad Abdoli-Eramaki (Occupational and Public Health), Abdolreza Abhari (Computer Science), Ron Babin (Information Technology Management), Soosan Beheshti (Electrical and Computer Engineering), Ying Jun (Joseph) Chow (Civil Engineering), Linying Dong (Information Technology Management), Alan Fung (Mechanical and Industrial Engineering), Mohammed (Reza) Kianoush (Civil Engineering), Matthew Kyan (Electrical and Computer Engineering), Songnian Li (Civil Engineering), Rafik Loutfy (Mechanical and Industrial Engineering), Ali Miri (Computer Science), Patrick Neumann (Mechanical and Industrial Engineering), Pawel Pralat (Mathematics), Kaamran Raahemifar (Electrical and Computer Engineering), Ramani Ramakrishnan (Architectural Science), Derick Rousseau (Chemistry and Biology), Ziad Saghir (Mechanical and Industrial Engineering), Medhat Shehata (Civil Engineering), Lian Zhao (Electrical and Computer Engineering).

### Other Ontario Government Grant Recipients

**Other Ontario government grants were also received by following faculty members:** Ministry of the Environment — Michael Arts (Chemistry and Biology), Rachel Dodds (Hospitality and Tourism Management), Lynda McCarthy (Chemistry and Biology); Ministry of Research and Innovation — Bryan Koivisto (Chemistry and Biology); Ministry of Training, Colleges and Universities — Harald Bauder (Geography), Kathryn Underwood (Early Childhood Studies).

### Municipal Grants

Kathryn Underwood (Early Childhood Studies)	County of Wellington — Inclusive Early Childhood Service System	\$198,634
Wendy Cukier (Information Technology Management)	Regional Municipality of Peel — Academic Research and Study of Social Mobility in Peel	\$165,000

**Other municipal government grants were received by the following faculty members:** City of Hamilton; City of Toronto; District of Timiskaming Social Services — Kathryn Underwood (Early Childhood Studies).

## INSTITUTIONAL GRANTS

### National Research Council Canada – Industrial Research Assistance Program (NRC-IRAP) – Canada Accelerator and Incubator Program (CAIP)

Incubate Innovate Network of Canada (I-INC)	\$10,662,891
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### J.W. McConnell Family Foundation – RECODE – Fuelling Social Innovation and Entrepreneurship in Higher Education

RECODE at Ryerson	\$500,000
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### Ontario Ministry of Economic Development, Employment and Infrastructure – Social Enterprise Demonstration Fund

Social Enterprise Demonstration Fund at Ryerson	\$500,000
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## NON-PROFIT ORGANIZATIONS & FOUNDATIONS

### International Science and Technology Partnerships Canada Inc.

Rafik Loutfy (Mechanical and Industrial Engineering)	Design support system to enhance safety of railway track workers	\$211,990
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### J.W. McConnell Family Foundation

Ratna Omidvar (Ted Rogers School of Management)	DiverseCity onBoard National Dissemination	\$275,000
Ratna Omidvar (Ted Rogers School of Management)	hireimmigrants.ca	\$150,000

### Maytree Foundation

Wendy Cukier (Information Technology Management)	Inclusion of Immigrants and Racialized Minorities, in Toronto and Worldwide	\$1,735,343
Ratna Omidvar (Ted Rogers School of Management)	DiverseCity onBoard	\$294,336

### Terry Fox Research Institute

Michael Kolios (Physics)	Project Grant in Ultrasound and MRI for Cancer Therapy	\$441,032
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### The Scottish Rite Charitable Foundation of Canada

Karen Milligan (Psychology)	Using Mindfulness to Address Cognitive Processing and Emotion Regulation Challenges in Youth with Learning Disabilities	\$105,811
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### Mitacs Inc.

**Mitacs Inc. grants were also received by the following faculty members:** Ron Babin (Information Technology Management), Ayse Bener (Mechanical and Industrial Engineering), Cheri Bradish (Marketing), Wendy Cukier (Information Technology Management), John Enright (Aerospace Engineering), Jeffrey Fillingham (Chemistry and Biology), Daniel Foucher (Chemistry and Biology), Alan Fung (Mechanical and Industrial Engineering), Ken Grant (Management and Entrepreneurship), Aziz Guergachi (Information Technology Management), Darko Joksimovic (Civil Engineering), Mohammed (Reza) Kianoush (Civil Engineering), Matthew Kyan (Electrical and Computer Engineering), Jason Lisi (Graphic Communications Management), Jinyuan Liu (Civil Engineering), Hesham Marzouk (Civil Engineering), Andriy Miranskyy (Computer Science), Ojelanki Ngwenyama (Global Management Studies), Corinne Ong (Occupational and Public Health), Kaamran Raahemifar (Electrical and Computer Engineering), Colin Ripley (Architectural Science), Alireza Sadeghian (Computer Science), Norman Shaw (Retail Management), Kernaghan Webb (Law), Bin Wu (Electrical and Computer Engineering), Fengfeng (Jeff) Xi, (Aerospace Engineering), Dewei (David) Xu (Electrical and Computer Engineering).

### Other Not-for-Profit and Foundation Grant Recipients

**Other non-government grants were also received by the following faculty members:** Atkinson Foundation — Winnie Ng (Social Work), Barrow Cadbury Trust — Ratna Omidvar (Ted Rogers School of Management), Bertelsmann Stiftung — Ratna Omidvar (Ted Rogers School of Management), George Cedric Metcalf Charitable Foundation — Cheryl Teelucksingh (Sociology), The Psychology Foundation of Canada — David Day (Psychology), Shastri Indo-Canadian Institute — Eric de Noronha Vaz (Geography), Dave Valliere (Management and Entrepreneurship), Trico Charitable Foundation — Wendy Cukier (Information Technology Management), Woodcock Foundation — Nina-Marie Lister (Urban and Regional Planning).

## INDUSTRY FUNDING

Ratna Omidvar (Ted Rogers School of Management)	National Replication of DiverseCity onBoard with TD Bank Group	\$250,000
Ebrahim Bagheri (Electrical and Computer Engineering)	Semantics-enabled Social Network Analysis with ThinkCX Technologies Inc.	\$230,000
Mohamed Lachemi (Civil Engineering)	Numerical investigation	\$174,000
Frank Russo (Psychology)	A dynamic emotion feedback system for music using audio, symbolic and physiological features with waveDNA	\$146,001
Derick Rousseau (Chemistry and Biology)	A mechanistic understanding of oleosome stability and loading applications with Concept Capital Management	\$143,000
Fengfeng (Jeff) Xi (Aerospace Engineering)	Modular Reconfigurable Aircraft Cabin Interiors with Bombardier Inc.	\$100,000

**Industry funding was also received by the following faculty members:** Mohammad Abdoli-Eramaki (Occupational and Public Health), Ron Babin (Information Technology Management), Soosan Beheshti (Electrical and Computer Engineering), Ayse Bener (Mechanical and Industrial Engineering), Imogen Coe (Chemistry and Biology), Wendy Cukier (Information Technology Management), Zouheir Fawaz (Aerospace Engineering), Deborah Fels (Information Technology Management), Alexander Ferworn (Computer Science), Alan Fung (Mechanical and Industrial Engineering), Aziz Guergachi (Information Technology Management), Farrokh Janabi-Sharifi (Mechanical and Industrial Engineering), Mohammed (Reza) Kianoush (Civil Engineering), Songnian Li (Civil Engineering), Yuanshun Li (Finance), Jason Lisi (Graphic Communications Management), Hua Lu (Mechanical and Industrial Engineering), Kaamran Raahemifar (Electrical and Computer Engineering), Russell Richman (Architectural Science), Khaled Sennah (Civil Engineering), Medhat Shehata (Civil Engineering), Balasubramanian Venkatesh (Electrical and Computer Engineering), Warren Wakarchuk (Chemistry and Biology), Philip Walsh (Management and Entrepreneurship), Bin Wu, (Electrical and Computer Engineering), Fengfeng (Jeff) Xi (Aerospace Engineering), Dewei (David) Xu, (Electrical and Computer Engineering), Fiona Yeudall (School of Nutrition), Xianxun (Arnold) Yuan (Civil Engineering), Xiao-Ping Zhang (Electrical and Computer Engineering), Lian Zhao (Electrical and Computer Engineering).

# OUR FUNDING PARTNERS

## Ryerson would like to thank its 2014-15 research partners:

Aboriginal Affairs and Northern Development Canada  
Accenture Inc.  
Agriculture & Agri-Food Canada  
Aiolos Engineering Corporation  
American Concrete Institute  
Associated Medical Services Inc.  
Association for the Treatment of Sexual Abusers  
Astra Zeneca  
Atkinson Foundation  
Autodesk  
AWE Company Limited  
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Barrow Cadbury Trust  
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Bombardier Transportation Canada Inc.  
Bombardier Inc.  
Bristol Aerospace Limited  
British Columbia Institute of Technology  
Canada Council for the Arts  
Canada Foundation for Innovation  
Canada Research Chair  
Canadian Academic Accounting Association  
Canadian Cancer Society  
Canadian Foundation for AIDS Research  
Canadian Institutes of Health Research (CIHR)

Canadian International Development Agency  
Canadian Journal of Philosophy  
Canadian Partnership Against Cancer  
Canadian Space Agency  
Candu Energy Inc.  
Celestica International Inc.  
Centre for Addiction and Mental Health Research  
Citizenship and Immigration Canada  
City of Hamilton  
City of Toronto  
Clean Energy Developments Corporation  
CMC Microsystems  
Community Food Centres Canada  
Concept Capital Management  
Consulate General of France  
Consultative Group  
County of Wellington  
CSR+ Vermicast Industries Inc.  
Danone Institute of Canada  
Department of Foreign Affairs and International Trade  
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District of Timiskaming Social Services Administration Board  
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Heaven Fresh Canada Inc.  
Higher Education Quality Council of Ontario  
Honeywell ASCa Inc.  
Hydro One Inc.  
Hydro Quebec  
IBM  
Independent Electricity System Operator  
Indian and Northern Affairs Canada  
Information Systems Audit and Control Association  
Institute of Public Administration Canada  
International Data Corporation  
International Development Research Centre  
International Joint Commission  
International Science and Technology Partnerships Canada Inc.  
INT-Government of Egypt  
J.W. McConnell Family Foundation  
John Templeton Foundation  
Kidobi

Kinetics Noise Control	Ontario HIV Treatment Network	Sonaca Montreal Inc.
Kiwi Wearable Technologies Ltd.	Ontario Ministry of Agriculture, Food and Rural Affairs	SPP Canada Aircraft Inc.
Lafarge Canada	Ontario Ministry of Economic Development and Innovation	Springer Publishing
Land Economics Foundation	Ontario Ministry of Energy	St Marys Cement Group - Canadian Building Materials
Lesbian and Gay Community Appeal	Ontario Ministry of Research and Innovation	Stantec Consulting Ltd.
Lunanos Inc.	Ontario Ministry of the Environment	Surface Measurement Solutions Inc.
Lystek International Inc.	Ontario Ministry of Transportation	TD Bank Group
Maytree Foundation	Ontario Problem Gambling Research Centre	Terry Fox Research Institute
McGraw-Hill Global Education	Ontario Shores Centre for Mental Health Sciences	The Arthritis Society
Metrolinx	Open Society Foundations	The City of Calgary
Microsoft Corporation	PBE Canada Inc.	The Cleveland Clinic Foundation
Mind and Life Institute	PetaCube	The Energy Research Corporation
Ministry of Canadian Heritage and Official Languages	Phonak AG	The Hershey Company
Ministry of Community and Social Services	PlantForm Corporation	The Ontario Mental Health Foundation
Ministry of Economic Development and Trade	Point in Time Centre	The Psychology Foundation of Canada
Ministry of Economic Development, Employment and Infrastructure	POS Management Corp.	The Scottish Rite Charitable Foundation of Canada
Ministry of Finance	PowerStream Inc.	ThinkCX Technologies Inc.
Ministry of Health and Long Term Care (MHLTC)	PPP Canada	Tinchem Petrochemical Oil & Gas Inc.
Ministry of Training, Colleges and Universities	Pratt & Whitney Canada Corp.	Toronto Atmospheric Fund
Mitacs Inc.	Province of Nova Scotia	Toronto Hydro-Electric System Limited
Mitsubishi Electric	Public Safety Canada	Toronto International Film Festival Inc.
Mondelez International Inc.	QNX Software Systems	Toronto Poly Clinic
Movember Canada	QPS Photonics Inc.	Trico Charitable Foundation
National Capital Commission	Regional Municipality of Halton	Turkcell Technoloji Arastirma ve Gelistirme A.S.
National Institutes of Health	Regional Municipality of Niagara	United Way Worldwide
National Research Council of Canada	Regional Municipality of Peel	US - Department of the Army - USAMRAA
Natural Resources Canada	Renaescent	Vibra Finish Limited
Natural Sciences and Engineering Research Council (NSERC)	Richardson Oilseed Limited	VL Robotics Inc.
Networks of Centres of Excellence (NCE): AGE-WELL, AUTO21 Inc., Canadian Water Network (CWN), Mprime - The Mathematics of Information Technology and Complex Systems Inc., Technology Evaluation in the Elderly Network (TVN)	RigMaster Power International Ltd.	Warranty Life Inc.
Network of European Foundations	Rockwell Automation Canada Inc.	waveDNA
Obesity Society	Rogers Communications Inc.	Wellesley Institute
Office of the Ombudsman	Rx&D Health Research Foundation	Woodcock Foundation
Ontario Arts Council	Schoeck Canada Inc.	Workplace Safety & Insurance Board
Ontario Brain Institute	Seno Medical Instruments Inc.	World Bank
Ontario Centres of Excellence Inc.	SensorSuite Inc.	World Vision International
	Shastri Indo-Canadian Institute	
	SideBuy Technologies Inc.	
	Sigma Analysis and Management Ltd.	
	Sigma Theta Tau International	
	SimentlT Inc.	
	Social Sciences and Humanities Research Council (SSHRC)	

**We also wish to thank our many research partners who donated in kind.**

# ABOUT THE OFFICE OF THE VICE-PRESIDENT, RESEARCH AND INNOVATION

The Office of the Vice-President, Research and Innovation (OVPRI) is Ryerson's central research administration office. OVPRI helps foster a collaborative and interdisciplinary culture across the campus to find impactful solutions to real-world problems. OVPRI is made up of various departments that work with researchers and partners to strengthen collaboration across the University.

**Research Grants** provides information on funding opportunities and strategic advice on research applications. For more information, contact **Josée Guimond**, Director, Research Grants.

**Applied Research and Commercialization** facilitates industry and community-focused research, and the commercialization of university-created intellectual property. For more information, contact **Jennifer MacInnis**, Senior Legal Counsel and Senior Director, Applied Research and Commercialization.

**Business Development and Strategic Planning** develops research strategies to support new partnerships and market opportunities aligned with Ryerson's strategic goals and priorities. For more information, contact **John MacRitchie**, Senior Director, Business Development and Strategic Planning.

**Ryerson International** works within the University community to strengthen Ryerson's international partnerships and expand the range of overseas experiences for students and faculty. For more information, contact **Marsha McEachrane Mikhail**, Director, Ryerson International and International Liaison Officer.

**Research Planning, Finance and Administration** provides financial leadership, data analysis and records management for finance and evaluation systems; offers advice on complex multi-stakeholder projects and grants; and develops strategies to promote research productivity. For more information, contact **Vivian Chan**, Senior Director, Research Planning, Finance and Evaluation.

**Research Communications and Knowledge Mobilization** helps enhance Ryerson's reputation for research and innovation through integrated outreach, events, and communications. For more information, contact **Amanda Gaspard**, Director of Research Communications.

**Special Projects** oversees both externally funded projects as well as internal initiatives that encompass social innovation, entrepreneurship and skills development. For more information, contact **Pino Bindhani**, Director, Special Projects.

For a complete list of contact information, visit: [ryerson.ca/research/contact](http://ryerson.ca/research/contact)





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**BOARD OF GOVERNORS**  
**Thursday, November 26, 2015**  
**Jorgenson Hall – JOR 1410**  
**380 Victoria Street**  
**12:00 p.m. to 1:00 p.m.**

Minutes of a meeting of the Board of Governors of Ryerson University (the “University”) held on Thursday, November 26, 2015 at 2:30 p.m. in Jorgenson Hall, JOR-1410.

**ATTENDANCE:**

**Present:** J. Fukakusa (Chair), M. Maheux (Vice Chair), L. Bloomberg, S. Levy, L. Amleh, J. Austin, C-A Bissonnette, M. Frazer, J. Machado, C. McGee, B. Richards, H. Rosen, A. Saloojee, D. Sookram, A. Snobar, P. Sugiman, R. Traill, H. Van Dyk, P. Yaffe

**Regrets:** M. Al Zaibak, C. Hilkene, R. Richards

**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. Winton, 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  
S. Zolfaghari, Vice Provost Faculty Affairs  
C. Evans, Vice Provost Academic  
H. Lane Vetere, Vice Provost Students  
C. Sass-Kortsak, Assistant Vice President, Human Resources  
D. O'Neil Green, Assistant Vice President and Vice Provost Equity, Diversity and Inclusion  
J. McKee, Chief Financial Office  
S. Sinha, Incoming Board Member

**1. IN-CAMERA DISCUSSION (Board Members Only)**

**2. IN-CAMERA DISCUSSION (Executive Group Invited)**

**END OF IN-CAMERA SESSION**

**3. INTRODUCTION**

**3.1. Chair's Remarks**

The Chair remarked that we will have a new Interim President, Provost and Interim Vice President University Advancement starting their portfolios. This will be the last Board meeting for Adam Kahan, Phyllis Yaffe, Mary Ng and Sheldon Levy.

The Chair paid tribute to the President by asking each Board member to say three words that best describe the President.

The Chair reported that during the In-camera session the Board approved the appointment of Chris Evans as Interim Provost and Vice President commencing December 1, 2015 and continuing until Mohamed Lachemi returns to his position as Provost.

The Fall 2015 Convocation ceremonies were held on October 14 and 15, 2015. The Chair thanked all Board members who attended the ceremonies and the honorary doctorate events.

The Chair also thanked Alumni Relations for the beautiful alumni scarf and Athletics for VIP passes to the Ryerson Rams Varsity Games.

**3.2. Approval of the November 26, 2015 Agenda**

Agenda was approved as presented

**4. REPORT FROM THE PRESIDENT**

The President reported that it was his last meeting as well as the last meeting for others at the University. The President paid tribute to Phyllis Yaffe and thanked her for her support over the years as the Chair.

The President paid tribute to Adam Kahan and said that his advice that the President was allowed to have a voice made a difference to him and the University. The President also spoke of the invaluable partnership of the Director of his office Mary Ng, who provided a welcoming and accessible face to the President's office.

The President said that he had enjoyed his years as President tremendously and couldn't imagine working in a better job or amongst a more collegial and wonderful community. His job as President was to give all stakeholders a voice and it was a huge responsibility of the University to help students' dreams come true

## **5. REPORT FROM THE SECRETARY**

The Secretary reported on Michele Pearson Clarke, the recipient of the Board of Governors Leadership Award and Medal and a graduate student in the Faculty of Communication and Design.

The Secretary spoke of the success of the Annual Conference of the Council of Ontario University Secretaries held on November 5, 2015 and the participation of both Board member Jessica Machado and members of the General Counsel and Board Secretariat.

The Annual Conference of Ontario University Board Members was held on November 6 and 7, 2015 and was attended by Mohamed Lachemi, Jessica Machado, Pamela Sugiman, Cormac McGee and John Austin.

## **6. REPORT FROM THE PROVOST AND VICE PRESIDENT ACADEMIC**

Mohamed Lachemi spoke of several initiatives, particularly the creation of a law school at the University. This is due in part to the success of the Law Program and the launch of the first legal incubator. The Provost mentioned the support of Mitch Frazer through a legal advisory committee, Anver Saloojee through the academy and the President in his new role as Deputy Minister.

Mitch Frazer spoke of the importance of having an innovative law school that is different and reflects the University.

### Mental Health

Heather Lane Vetere reported that universities and colleges across Ontario are seeing increased numbers of students seeking support for mental health related disorders and illnesses.

The University established a campus-wide Mental Health Advisory Committee which provides individual and group therapy and receives funding from the province's Mental Health Innovation Fund for several mental health initiatives

Several Board members commented on the presentation and spoke of the urgency of dealing with vulnerable students before damage is done to them and possibly the reputation of the University.

Incoming Board member requested information on diversity and LGBT student support. Ms. Lane Vetere responded on the types of support available.

## **7. DISCUSSION ITEMS**

**7.1. REPORT FROM THE CHAIR OF THE FINANCE COMMITTEE**

Mitch Frazer reported that the Finance met on November 18, 2015 and was presented with a report from Fiera Capital investments; an update on Ryerson's strong enrolment and the status of first and second quarter financial statements which indicated that Ryerson is on track to meet the 2015/16 Budget.

**8. CONSENT AGENDA**

- 8.1. Approval of the September 28, 2015 Minutes
- 8.2. First and Second Quarter Financial Statements

BE IT AND IT IS HEREBY RESOLVED:

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

**9. TERMINATION**

# **RYERSON ACHIEVEMENT REPORT**

*A sampling of appearances in the media by members of the Ryerson community for the January 2016 meeting of the Ryerson Board of Governors.*

University Affairs featured the appointment of **Mohamed Lachemi** as interim president and vice-chancellor <http://bit.ly/1OQp1bB>.

A Huffington Post article on sponsoring refugees reported on Ryerson's Lifeline Syria Challenge, quoting Interim President **Mohamed Lachemi** <http://huff.to/1OKSKhJ>. **Ratna Omidvar**, chair of Lifeline Syria, contributed a piece to the Globe and Mail about putting Canada's new refugees to work <http://bit.ly/1mfzJwU>. A University Affairs piece on effecting change in universities reported that "Ryerson University was the most proactive of the Canadian universities when it had the vision to begin its Lifeline Syria Challenge..."

CBC News featured Ryerson PhD candidate **Samantha Jackson**, who, along with her fiancé, canceled her big wedding to help sponsor Syrian refugees through Project Lifeline Syria <http://bit.ly/1T3veRc>. Similar coverage included ABC News <http://abcn.ws/1MWndfZ>, TIME <http://ti.me/1laugfk> Cosmopolitan <http://bit.ly/1PJOjcC>, the Huffington Post, MSN News, Toronto Star, CNN Indonesia, the Times of India, Canada AM, and Metro News.

Metro News reported on the Church Street Development and the \$8-million donation by Jack Cockwell and family, and the Brookfield Partners Foundation, in support of student innovation and entrepreneurship. Other coverage included Academica.ca <http://bit.ly/1WQCBkp>, Inside Toronto <http://bit.ly/1l5x748>, and Urban Toronto, quoting **Janice Fukakusa**, Chair of the Board, and then-**President Sheldon Levy** <http://bit.ly/1RTwFAA>.

The Globe and Mail featured the Ryerson Student Learning Centre <http://bit.ly/1TWJT0a> as did Canadian Architect <http://bit.ly/1QLkKro> and AYE Spain <http://bit.ly/1Qlk1aC>. Azure magazine named the SLC among the 10 Best Buildings of 2015 <http://bit.ly/1NtRPSU>. Architectural Record featured the SLC <http://bit.ly/1GLf1yk>. Similar items appeared in Wallpaper Magazine <http://bit.ly/1OOVVY4>, World Architecture News <http://bit.ly/1IPkK1B>, Monocle Magazine, inhabitat <http://bit.ly/1NTOZvL>, and Tech Investor News <http://bit.ly/1XVSCpG>.

Global UBI ranked the DMZ as the top incubator in North America <http://bit.ly/1NrmtQz>. The item was picked up by Global University Venturing <http://bit.ly/1GNbkbH>, Chicago Inno <http://bit.ly/20ulvak>, Ottawa Business Journal, Bloomberg Business <http://bloom.bg/1KZeuno>, Wall Street Online <http://bit.ly/1XQo7Ov>, Digital Journal Yahoo! Finance, and Tech Vibes.

Business Matters Magazine (UK) reported on the DMZ's partnership with Innovation Birmingham to launch the Next Big Idea Contest <http://bit.ly/1O3jJY5>. Similar items appeared in Beta Kit <http://bit.ly/1kMrXd0> and Birmingham Post <http://bit.ly/1NPz2Fw>.

The Globe and Mail reported on the appointment of **Wendy Cukier**, vice-president, research and innovation, as Brock's next president, <http://bit.ly/1mcdMPa>. The item was also covered in Niagara this Week, St. Catharines Standard and News Talk 610.

The New York Times featured a new book on perilous fashion designs by Fashion's **Alison Matthews David** <http://nyti.ms/1KT12BF>.

The Ottawa Business Journal reported on Prince Edward's visit to the DMZ <http://bit.ly/1YrHLnZ>. Entrevestor profiled MedStack, a DMZ-based startup <http://bit.ly/1RAOwze>. Global News spoke with DMZ-based entrepreneur **Robert Reichmann** about his company VISR, video: <http://bit.ly/1ObDhwP>. OMNI TV featured DMZ startup The Rumie Initiative <http://bit.ly/1QuPVaC>.

The Wall Street Journal reported on the appointment of **Navdeep Singh-Bains**, distinguished visiting professor, as the new federal minister of innovation, science and economic development. Related stories appeared in the Hindustan Times <http://bit.ly/1Q6Nieg>, Times of India <http://bit.ly/1MKn555>, CTV News, India Today <http://bit.ly/1kvQtyU>, Yahoo! India <http://bit.ly/1QfMldk>, and Gulf News <http://bit.ly/1Nu7ANn>.

The Economist reported on the personal lift assist device designed by **Mohammad Abdoli-Eramaki**, Occupational and Public Health <http://econ.st/1QF8mJF>.

**Matthias Sweet**, Urban and Regional Planning, spoke to SCPR.org about traffic as a sign the economy is improving <http://bit.ly/1Zk6wPI>.

blogTO featured the Ryerson Winter Exhibitions opening party at the Ryerson Image Centre.

**Morton Beiser**, Psychology, spoke to CBC News about refugee resettlement <http://bit.ly/1m61ylb>. Related items appeared in the Orleans Star <http://bit.ly/1QpWDgb> and CBC: The Morning Edition <http://bit.ly/1j6y3D>.

**Imogen Coe**, dean, faculty of science, contributed a piece to the Huffington Post on the topic of women and men learning to code <http://huff.to/1IWjVzy>

A Medical News Today article on research regarding children of substance-abusing parents referenced Ryerson research, quoting lead researcher **Amelia Usher** <http://bit.ly/1QRcRiR>.

The Toronto Star reported on the fatal stabbing of **Mark Ernsting**, quoting **Interim President Mohamed Lachemi**'s email to students <http://on.thestar.com/1QNfwK9>.

**Ramona Pringle**, RTA, contributed a piece to CBC.ca on the top app of 2015 <http://bit.ly/1JdUZrW>. She also contributed a piece to CBC News about apps and tips to help people focus <http://bit.ly/1Y7YMOv>.

DIE WELT (Germany) referenced sleep research by **Colleen Carney**, Psychology <http://bit.ly/1P8UYKI>.

**Hayden King**, Politics, co-authored a piece on truth and reconciliation for the Globe and Mail. **Pamela Palmater**, Politics, spoke to CBC News about the TRC report.

The Ottawa Citizen reported that hitchBOT will be part of the permanent collection at the Canada Science and Technology Museum, an item pitched by Public Affairs <http://bit.ly/1T0xh86>.

A Phoenix New Times piece on old school photography techniques making a comeback quoted **Robert Burley**, Image Arts <http://bit.ly/1I8KKuj>.

**Patrice Dutil**, Politics, spoke to the Tyee about a referendum on electoral reform <http://bit.ly/1P6GTgF>. The item was picked up by 24Hrs Vancouver. He also contributed a piece on the topic to the Toronto Star <http://on.thestar.com/1IUAmkk>.

IRDC Canada reported on funding to boost food security for Vietnamese children and mentioned funding support for researchers at Ryerson <http://bit.ly/1NmWwA5>.

Radio Canada International quoted **Ann Cavoukian**, executive director of the Privacy and Big Data Institute, on balancing civic rights and data security <http://bit.ly/1YhpQec>. She also spoke to CBC's The National about data encryption and security. She was featured in a Maclean's piece on what 2016 will hold <http://bit.ly/1SS3y13>.

TechVibes reported on Ryerson's Sport Innovation Hub, quoting **Steven Murphy and Cheri Bradish**, TRSM, <http://bit.ly/1RJ8LtH>. Similar items appeared in BlogTO, Betakit, and Sportscaster.

Business2Community featured a TED talk by **Ivan Joseph**, athletic director <http://bit.ly/1J6L47J>

Distinguished visiting practitioner **Cathy Crowe** spoke to the Hamilton Spectator about vulnerable children needing support <http://bit.ly/1QGuaCX>.

The Weyburn Review quoted **Camille Hernandez-Ramdwar**, Sociology in an article on the gender gap in the Caribbean workforce <http://bit.ly/1jY6JYZ>.

Durham Region reported on the Ryerson International Experiential Learning program <http://bit.ly/1McPiKU>.

Ontario News reported on the Premier's Highly Skilled Workforce Strategy Expert Panel that includes Chair **Sean Conway**, visiting fellow with Ryerson's Centre for Urban Energy <http://bit.ly/1U7d9Sx>.

AZURE magazine featured Canada's team for the 2016 Venice Architecture Biennale, including **Nina-Marie Lister** of Ryerson's Ecological Design Lab <http://bit.ly/1XYO1TZ>. Similar items appeared in Archinect <http://bit.ly/1NI4SUc> and the Globe and Mail.

Notable profiled DMZ executive director **Abdullah Snobar** <http://bit.ly/1XW6yjI>.

**Myer Siemiatycki**, Politics, spoke to CityTV News about Donald Trump's presidential campaign.

CityNews reported on 10-year-old entrepreneur **Ameena Sheikh** and the help she received from the DMZ for her idea of a 3D doll that teaches children to accept themselves <http://bit.ly/1jOb3tl>. A similar item appeared on Global News.

Canadian Lawyer Magazine quoted **Chris Bentley**, executive director, Law Practice Program, on a possible law school at Ryerson <http://bit.ly/1R8Dykr>.

Hotelier reported that Steve Gupta would donate \$1,000 from every suite sold in a mixed-use development to Ryerson, for a potential donation of \$1 million <http://bit.ly/1M2Pw7m>.

A National Post article on toll lanes in Ontario quoted **Raktim Mitra**, Urban and Regional Planning <http://bit.ly/1NfBrFo>. **Cherise Burda**, Ryerson City Building Institute, spoke to the Toronto Star about tolls and transit expansion <http://on.thestar.com/1Qk048h>.

**Henry A. Giroux**, distinguished visiting professor, contributed a piece to MEHR News on fascism, Donald Trump, and America <http://bit.ly/1TyhU6U>.

The Toronto Star reported that Ryerson's criminology department is part of a coalition calling on the province to change draft carding regulations <http://on.thestar.com/1ILM7Eq>.

A Toronto Star piece on climate change quoted **Deborah de Lange**, TRSM, <http://on.thestar.com/1Q9JBoF>. The item also appeared in the Hamilton Spectator and Our Windsor.

The National Post quoted **Lisa Taylor** and **Paul Knox**, Journalism, in a story about reporters digging through terror suspects' home and personal items <http://bit.ly/1N5uWHk>.

Ming Pao Daily quoted **Arne Kislenko**, History, in a piece on receiving refugees <http://bit.ly/1R46k5x>.

**Marie Bountrogianni**, dean, The Chang School, spoke to TCH Ukraine, providing advice on how to integrate special needs children into regular classes. Video: <http://bit.ly/1OcKkiU>. She also contributed a piece to the Huffington Post on skills employees need today <http://huff.to/1QpvSKX>.

The Canadian Press published expert tips by **Martin Antony**, Psychology, on easing social anxiety at holiday parties. The item was picked up by CTV News <http://bit.ly/1NLy2Ue>, HR Reporter, EZ Rock 105.7, Blackburn News and the National Post.

**Sean Wise**, TRSM, spoke to Profit Guide on accelerating startups <http://bit.ly/1NvTVAE>.

**Bamidele Adekunle**, TRSM, contributed a piece to the World Economic Forum on encouraging entrepreneurship in Africa <http://bit.ly/1OlkGFq>.

**Avner Levin**, TRSM, spoke to Global News about children and identity theft <http://bit.ly/1QqlJyf>.

The Globe and Mail reported on Enactus Ryerson and the greenhouse project, quoting TRSM dean **Steven Murphy** and **Abdullah Snobar**, executive director of DMZ <http://bit.ly/1SwhtJY>

BBC World Discussion on climate change featured **David Atkinson**, Psychology <http://bbc.in/1QRsYhp>.

SOL Portugues reported on the appointment of **Mario Silva** as a distinguished visiting professor <http://bit.ly/1YG5yg>.

**Anne Golden**, distinguished visiting scholar at Ryerson, was featured as Women's Post's Woman of the Week <http://bit.ly/1IVlsFy>.

Canadian Lawyer Magazine featured Infrastructure Ontario's **Marni Dicker**, a visiting scholar at FEAS and LPP <http://bit.ly/1Su6X62>.

Chemistry World quoted **Derrick Rousseau**, Chemistry and Biology, in a piece on well-tempered chocolate <http://rsc.li/1QaYMwd>.

Canada AM reported on the joint investigation by Toronto Star and Ryerson on medical malpractices in Ontario. Similar items appeared in the Toronto Star <http://on.thestar.com/1Om0SJF>, CP24 Dayside, Metro, Hamilton Spectator, MSN News, Our Windsor and Durham Region.

**Randy Boyagoda**, English, published a review of "The Giveness of Things" in the Globe and Mail <http://bit.ly/1OytLR8>.

Ryerson dance instructor **Kenny Pearl** spoke to the Globe and Mail about the Raptors Dance Pak.

150 kW Battery Energy Storage System Installed In Canada To Prove That Batteries Can Stabilize Grid (Inside EV) quotes **Bhanu Opathella**, post doctorate research fellow at CUE <http://bit.ly/1Q8eqsn>

A Toronto Star article on self-defense courses empowering Muslim women quoted **Farrah Khan**, Ryerson's sexual violence education and support co-ordinator <http://on.thestar.com/1NRFcAA>.

Metro News reported on a collaboration between the School of Fashion and Purina PawsWay <http://bit.ly/1Ng1waW>. The item was also picked up by Inside Toronto.

Business News Network spoke with **Gabor Forgacs**, Hospitality, on the sharing economy and how regulators can keep up with technological innovation, video: <http://bit.ly/1XjPKmm>.

University Affairs reported on the work of **Blake Fitzpatrick** and **Vid Ingelevics**, Image Arts, who are tracking down pieces of the Berlin Wall and documenting the afterlife of the iconic ruin <http://bit.ly/1Xijf82>.

The Toronto Star featured Ryerson research by PhD student **Rachel Bar** on the benefits of dance for dementia patients <http://on.thestar.com/21eMXKD>.

Yahoo! News reported on research by **Chris Gibbs**, TRSM, on the most mobile-friendly airport for passengers <http://yhoo.it/1T3rVsQ>. A similar item was picked up by Military Technologies.

The Toronto Star reported a project to redesign O'Keefe Lane <http://on.thestar.com/1LzaDhg>. Similar items appeared in Metro News and Hamilton News.

A Toronto Star article on reversing Canada's brain drain featured **Candice Monson**, Psychology, <http://on.thestar.com/1R03MVj>. Similar items appeared in Our Windsor and Mississauga.com.

**Ratna Omidvar**, founding executive director of Ryerson's Global Diversity Exchange, was named among Toronto Life's 50 Most Influential people <http://bit.ly/1XlbPMa>.

The Globe and Mail reported on untethered learning, mentioning Ryerson Mobile and quoting **Nancy Walton**, director of e-learning <http://bit.ly/1YiGs77>.

**Nick Bellissimo**, director of the Nutrition Discovery Labs at Ryerson, spoke to the Toronto Star about Fitbits <http://bit.ly/1T9SKMq>.

**Richard Meldrum**, Occupational and Public Health, spoke to the Windsor Star about Ontario cities and restaurant ratings <http://bit.ly/1R06FW5>.

CBC News reported on Ryerson students spreading positive messages and fighting Islamophobia. Video: <http://bit.ly/1R08en1>. A similar item appeared on CP24.

**Caroline Konrad**, director, Career Centre, spoke to the Globe and Mail about universities and a fresh start for refugees <http://bit.ly/1O7B8ka>. She was also quoted in Yonge Street regarding how Ryerson is tackling post-graduation unemployment rates <http://bit.ly/1RQvZMs>.

Canadian Manufacturing reported on Ryerson's collaboration with eCamion Inc. with research on new urban energy storage systems, quoting **Bala Venkatesh**, director of Ryerson's Centre of Urban Energy <http://bit.ly/1MDDRxa>. Other coverage included Electrical Business and the Globe and Mail.

Phys.org featured Master of Digital Media alumnus **Maayan Ziv**, who is developing an accessibility mapping app <http://bit.ly/1HWKgHf>.

**Brent Stirling**, social media strategist, DMZ, spoke to Global News about the emoji being named the Word of the Year <http://bit.ly/1SXYecS>.

Tech in Asia reported on the five winners of the Next Big Idea Contest to be incubated at Ryerson's DMZ <http://bit.ly/1S19DrE>. Similar items appeared in the Times of India <http://bit.ly/1WXaa4n>, IT Voice <http://bit.ly/1S1bJI0>, and Cyber India Online <http://bit.ly/1PLWZqT>.

**Ann Cavoukian**, Executive Director, Privacy and Big Data Institute, was named among Canadian Business's most powerful business people of 2016, "The Power 50" <http://bit.ly/1MjQM9N>.

**John Shields**, Politics, was quoted in a Toronto Star article on research fueling funding for the United Way <http://on.thestar.com/1MRx6Hm>.

Organic Panic TV spoke with **Sonya Graci**, TRSM, about the benefits of sustainable tourism. Video: <http://bit.ly/1l2aPiw>.

**James Tiessen**, director, School of Health Services Management, spoke to the Globe and Mail about Japan "changing the system" <http://bit.ly/1Yd0BM2>.

CTV News spoke to **Arne Kislenko**, History, on Canadian border security. He also appeared on CBC News <http://bit.ly/1ceiBCq>.

**Michael Coutanche**, RTA, spoke to the Toronto Sun about binge viewing on Netflix <http://bit.ly/1RTwxBh>.

Global News spoke with **Alok Mukherjee**, distinguished visiting professor, about the City of Toronto's police budget <http://bit.ly/1iWMtXk>.

**Anne-Marie Singh**, Criminology, spoke to the Torontoist about the police station as a community centre <http://bit.ly/1HHGJXC>

IT World Canada reported on Ryerson research on the big data talent gap <http://bit.ly/1M6dq5f>.

Print Action reported on the Graphic Communications Management awards night <http://bit.ly/1WN3Yqp>. A similar item appeared in Graphic Arts Magazine.

The Toronto Star reported on the Think to Thing 3D lab at Ryerson and Image Arts alumnus **Ed Burtynsky** <http://bit.ly/1MuAegx>.

The Globe and Mail quoted **Cheri Bradish**, TRSM, on car makers and sports sponsorship <http://bit.ly/1Rlc7uL>. The item was also picked up by La Tribune.

Canadian Architect ran a story on a panel at the Department of Architectural Science on the challenges facing female designers <http://bit.ly/1MG3CMA>.

The Hamilton Spectator reported on Shameless magazine and how it started as a class project by Ryerson journalism students <http://bit.ly/1PwLXMo>.

EBS News Korea reported on Ryerson's Centre for Urban Energy CUE and its 150 KW Li-ion battery installation. Video: <http://youtu.be/ebTPzxZuKBU>.

A Macleans.ca article on the university experience featured Ryerson graduates **Rodney Diverlus** and **Damian Matheson** <http://bit.ly/1NgdRYD>.

Wawatay News reported on the social work program offered through a Ryerson-First Nations Technical Institute partnership <http://bit.ly/1MCt9pU>.

Yahoo! News reported on pet therapy at Ryerson in an article on in-residence therapy animals at Canadian universities <http://yaho.it/1LTo9zY>.

The Toronto Observer reported on HeartWatch, mentioning the Base Camp program at Ryerson, and quoting **Linda Maxwell**, head of the Biomedical Zone <http://bit.ly/1HbAlwR>.

The Toronto Star reported on the first recipient of the Barbara Turnbull Award: sports media student **Matt Vocino** <http://on.thestar.com/1Mc2tNi>.

CBC News quoted **Ron Stagg**, History, on the swearing-in of the new Liberal cabinet.

University Affairs reported on the History of Madness course at Ryerson, quoting instructors **Jijian Voronka, Jennifer Poole and Kathryn Church** <http://bit.ly/1Mh8uvN>.

University Affairs reported on Ryerson's Tri-Mentoring Program <http://bit.ly/1So5EpJ>.

Toronto Observer reported on Ryerson's eSports club <http://bit.ly/1PqHo6x>.

CityNews spoke with **Pnina Alon-Shenker**, TRSM, about a case against the federal government on the grounds of reverse discrimination.

Biotechnology Focus profiled research on anti-nerve-agent enzymes by **Warren Wakarchuk**, Chemistry and Biology <http://bit.ly/1NOD2UF>

The National Post quoted **Hayden King**, Politics, in a piece on the first indigenous Aboriginal Affairs minister <http://bit.ly/1WvJguZ>. The item also appeared in the Calgary Herald, Leader-Post, Vancouver Sun, Edmonton Journal, and 24 News.

**Pamela Sugiman**, Sociology, spoke to NOW Magazine about sexualizing restaurant staff <http://bit.ly/1Sl0RLI>.

**Frank Russo**, Psychology, spoke to Yahoo! Health about what happens in the brain and body when listening to music <http://yhoo.it/1koU9SY>.

Distinguished Visiting Professor **Tony Burman** contributed a piece to the Tehran Times on Iran's role in ending the civil war in Syria <http://bit.ly/1MEuJxz>.

Distinguished Visiting Professor **James Turk** spoke to CBC Radio's The Current about the relationship between Enbridge and the University of Calgary <http://bit.ly/1WtqEkC>. He also addressed the topic in the Calgary Herald and Financial Post.

The Globe and Mail quoted **Steven Murphy**, Dean, TRSM, on the Ryerson MBA program ranking among the top 100 by The Economist <http://bit.ly/1WnU6mG>

**David Amborski** and **Frank Clayton**, Centre for Urban Research and Land Development, contributed a piece to the Globe and Mail on the topic of rising house prices <http://bit.ly/1M6FraC>.

**John Shields**, Politics, spoke to the Regina Leader-Post about immigration <http://bit.ly/1ixGfwC>. The item also appeared in the Calgary Herald, Edmonton Journal, National Post, and Vancouver Sun.

Novae Res Urbis reported on the Hack-cessibility competition at Ryerson, quoting **Sean Mullin**, executive director, Brookfield Institute of Innovation and Entrepreneurship.

*Prepared by Communications, Government and Community Engagement*