RYERSON UNIVERSITY

SENATE MEETING AGENDA

Tuesday, May 6, 2014

RYERSON UNIVERSITY

SENATE MEETING AGENDA

Tuesday,   May 6, 2014

THE COMMONS - POD 250

4:30 p.m.   Light dinner is available
5:00 p.m.   Committee of the Whole roundtable discussions regarding the Presidential Search.
Assignments to tables will be announced prior to the meeting and all tables will discuss:
1. What are the strengths upon which Ryerson should build over the next five to ten years?
2. What are the challenges the institution will face during this period?
3. Given these strengths and challenges, what should be the next President's key priorities?
4. What are the implications of these priorities as it relates to the required experience and leadership attributes we must seek in the next President?

5:45 p.m.   Senate Meeting starts

1.   Call to Order/Establishment of Quorum

2.   Approval of Agenda
     Motion: *That Senate approve the May 6, 2014 agenda*

3.   Announcements

Pages 1-5   4.   Minutes of Previous Meetings
     Motion: *That Senate approve the minutes of the April 1, 2014 meeting*

5.   Matters Arising from the Minutes

6.   Correspondence

Pages 6-9   7.   Reports
     7.1 Report of the President
          7.1.1 President's Update

     7.2 Report of the Secretary
          7.2.1 Invitation for expressions of interest to fill vacancies on the Academic Governance and Policy Committee (AGPC), to be received by the Secretary on behalf of the Nominating Committee
          - one (1) TRSM Faculty Senator*
          - one (1) Community Services Faculty Senator*
          - one (1) FEAS Faculty Senator*
          - one (1) graduate student Senator

- two (2) undergraduate student Senators
  *Note: According to the Senate bylaw, only one of these positions can be filled by a Chair/Director

7.2.2 Notice of Election for the Senate Priorities Committee (SPC) and Vice Chair of Senate (attached)

7.3 Committee Reports

7.3.1 Report #W2014-3 of the Academic Governance and Policy Committee (AGPC)

7.3.1.1 Policy 45 (*Governance Councils*) revision (attached, as well as a summary sheet of the changes)

Motion #1: *That Senate approve the revised version of Policy 45*

Amendment to Motion #1: *That sections 2.3.a.iii, 2.3.b.iii, 4.3.a.iii, and 4.3.b.iii in Policy 45 be amended to include that, "Where a bylaw proposes a UPC or GPC membership that is any subset of the faculty participating actively in the program, the bylaw shall provide justification for the chosen structure, and shall ensure that the subset is elected by all faculty participating actively in the program"* (full version attached)

7.3.1.2 Bylaws for the Department Council in Architectural Science

Motion #2: *That Senate approve the bylaws for the Department Council in Architectural Science*

7.3.1.3 Bylaws for the Department Council in Economics

Motion #3: *That Senate approve the bylaws for the Department Council in Economics*

7.3.1.4 Bylaws for the Department Council in Physics

Motion #4: *That Senate approve the bylaws for the Department Council in Physics*

7.3.1.5 Bylaws for the Faculty Council in the Ted Rogers School of Management (TRSM)

Motion #5: *That Senate approve the bylaws for the Faculty Council in the Ted Rogers School of Management (TRSM)*

7.4 Report of the Yeates School of Graduate Studies (YSGS)

7.4.1 Program Review for the MBA and MMSc in the Management of Technology and Innovation (MTI)

- MBA-MTI Self Study
(http://www.ryerson.ca/senate/agenda/2014/MBA_MTI_Report.pdf)
- MMSc-MTI Self Study Report
(http://www.ryerson.ca/senate/agenda/2014/MMSc_MTI_Report.pdf)
- MBA-MTI and MMSc-MTI Peer Review Report
(http://www.ryerson.ca/senate/agenda/2014/Peer_Review_MBA_MTI_MMSc_MTI.pdf)
- TRSM Response to Peer Review Report (MBA-MTI and MMSc-MTI)
(http://www.ryerson.ca/senate/agenda/2014/TRSM_Response.pdf)
- YSGS Response to PRT Reports (MBA-MTI and MMSc-MTI)
(http://www.ryerson.ca/senate/agenda/2014/YSGS_PRT_Response.pdf

Motion #1: *That Senate approve the MBA-MTI and MMSc-MTI Degree Program Review and Responses as recommended by YSGS Council on April 17, 2014.*

Pages 282-313 7.4.2 New Program Proposal: Professional Masters Diploma (PMDip) in Energy and Innovation (attached)

Motion #2: *That Senate approve the Proposal of the Energy and Innovation Professional Master's Diploma program as approved by YSGS Council on April 17, 2014 so that it can move on for approval from the Ontario Universities Council on Quality Assurance ("the Quality Council").*

8. Old Business

9. New Business as Circulated

10. Members' Business

11. Consent Agenda

12. Adjournment

<table>
<tr><td colspan="4" align="center">**SENATE MINUTES OF MEETING**
TUESDAY, April 1, 2014</td></tr>
<tr><td colspan="4">**MEMBERS PRESENT:**</td></tr>
<tr><td>**EX-OFFICIO:**</td><td colspan="2" align="center">**FACULTY:**</td><td>**STUDENTS:**</td></tr>
<tr><td>J. P. Boudreau</td><td>D. Chant</td><td>A. Saloojee</td><td>A. Adeli</td></tr>
<tr><td>M. Bountrogianni</td><td>D. Checkland</td><td>F. Stewart</td><td>D. Anderson</td></tr>
<tr><td>I. Coe</td><td>M. Dionne</td><td>N. Thomlinson</td><td>S. Campbell</td></tr>
<tr><td>C. Evans</td><td>S. Dolgoy</td><td>K. Tucker-Scott</td><td>G. Goldar</td></tr>
<tr><td>U. George</td><td>D. Elder</td><td>N. Walton</td><td>A. Lam</td></tr>
<tr><td>J. Hanigsberg</td><td>A. Ferworn</td><td>J. Wolofsky</td><td>R. Lawrence</td></tr>
<tr><td>G. Hauck</td><td>D. Greatrix</td><td>C. Zamaria</td><td>J. Rodriguez</td></tr>
<tr><td>J. Isbister</td><td>F. Gunn</td><td></td><td>U. Siddiqui</td></tr>
<tr><td>S. Krishnan</td><td>A. Hunter</td><td></td><td></td></tr>
<tr><td>M. Lachemi</td><td>E. Kam</td><td></td><td></td></tr>
<tr><td>M. Lefebvre</td><td>L. Lavallée</td><td></td><td></td></tr>
<tr><td>H. Lane Vetere</td><td>V. Magness</td><td></td><td></td></tr>
<tr><td>S. Levy</td><td>J. Martin</td><td></td><td></td></tr>
<tr><td>J. Mactavish</td><td>D. Mason</td><td></td><td></td></tr>
<tr><td>S. Murphy</td><td>A. McWilliams</td><td></td><td></td></tr>
<tr><td>D. O'Neil Green</td><td>J. P. Pascal</td><td></td><td></td></tr>
<tr><td>P. Stenton</td><td>S. Rahkmayil</td><td></td><td></td></tr>
<tr><td></td><td></td><td></td><td></td></tr>
<tr><td>**SENATE ASSOCIATES:**</td><td></td><td></td><td></td></tr>
<tr><td>M. Lee Blickstead</td><td></td><td></td><td></td></tr>
<tr><td>A.M. Brinsmead</td><td></td><td></td><td></td></tr>
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<tr><td></td><td></td><td></td><td></td></tr>
<tr><td>**REGRETS:**</td><td>**ABSENT:**</td><td></td><td>**ALUMNI:**</td></tr>
<tr><td>C. Hack</td><td>P. Diverlus</td><td></td><td>G. Farok</td></tr>
<tr><td>L. Bloomberg</td><td>C. Falzon</td><td></td><td>M. Sarkis</td></tr>
<tr><td>W. Cukier</td><td>A. Hassan</td><td></td><td></td></tr>
<tr><td>L. Di Cintio</td><td>R. Hoilett</td><td></td><td></td></tr>
<tr><td>A. Kahan</td><td>Md. Sirajul Islam</td><td></td><td></td></tr>
<tr><td>M. Tabatabaei Anaraki</td><td>M. Ismail</td><td></td><td></td></tr>
<tr><td>S. Torabi</td><td>P. Noorzad</td><td></td><td></td></tr>
<tr><td></td><td>D. Rose</td><td></td><td></td></tr>
<tr><td></td><td>D. Valliere</td><td></td><td></td></tr>
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1. Call to Order/Establishment of Quorum

2. Approval of Agenda
    Motion: *That Senate approve the April 1, 2014 agenda*

    M. Lefebvre moved; A. McWilliams seconded
    Motion Approved.

3. Announcements

4. Minutes of Previous Meetings
    Motion: *That Senate approve the minutes of the March 4, 2014 meeting*

    C. Zamaria moved; V. Magness seconded
    Motion Approved.

5. Matters Arising from the Minutes - None

6. Correspondence - None

7. Reports
    7.1 Report of the President
    7.1.1 President's Update
    President Levy explained that Ryerson is very close to having a finalized Strategic Mandate
    Agreement (SMA) with the province, although as of the meeting it had not yet been signed.
    He said there are good reasons to believe that Ryerson did reasonably OK in the process,
    both in absolute terms and relative to other schools, but can't confirm the details until the
    final agreement is signed and the province makes available the details of other SMAs.

    President Levy also described a Request for Proposals (RFP) from the province for major
    capital expansion by universities that want to grow by more than 1000 students, and for
    satellite campuses. The RFP requires that a notice of intent to apply be submitted by the end
    of June, and the full submission is due by the middle of September, which means that much
    of the work will be done over the summer. President Levy stated that Ryerson does plan to
    grow by more than 1000 students, and that a new building for the Faculty of Science is a top
    priority, so Ryerson will be submitting a proposal.

    7.2 Report of the Secretary
    7.2.1 The Senate election results for 2014-15 are in the agenda package, and the process for
    filling vacancies and standing committees will take place over the next two months.

    7.3 Committee Reports
    7.3.1 Report #W2014-3 of the Academic Governance and Policy Committee (AGPC)

    7.3.1.1 Update re. Policy 45 (*Governance Councils*) minor revisions: J. Turtle reported that
    a revised version of Policy 45 is near completion, the Senate approval of which will allow
    for the review and approval of several bylaws from Department, Faculty and Graduate
    Program Councils at subsequent Senate meetings.

7.3.2 Report #W2014-3 of the Senate Priorities Committee (SPC)

7.3.2.1 Notice of Committee of the Whole roundtable discussions re. the Presidential search at the May 6, 2014 Senate meeting:
N. Walton provided a brief overview, including that questions to be discussed will be distributed in advance of the May 6 meeting.

7.3.3 Report #W2014-3 of the Academic Standards Committee (ASC): C. Evans, Vice Provost, Academic

Motion: *That Senate approve the Periodic Program Review of the BA in Arts and Contemporary Studies*

J. P. Boudreau moved; E. Kam seconded
Motion Approved.

7.4 Update from the Policy 60 (*Student Code of Academic Conduct*) Review Committee: Co-Chairs D. Checkland and C. Evans gave a PowerPoint presentation available at http://www.ryerson.ca/senate/agenda/2014/Pol_60_Review_Committee_Interim_Report_April_2014.pdf

8. Old Business
    8.1 Response to the motion passed at the January 28, 2014 Senate meeting under Members' Business requesting a report on the activity of the Make-Up Test Centre: H. Lane Vetere, Vice Provost, Students (see attached report)

9.   New Business as Circulated - None

10. Members' Business - None

11. Consent Agenda - None

12. Adjournment
      Meeting adjourned at 6:34 p.m.

Attachment to the minutes for April 1, 2014 (item 8.1)

Report to Senate from the Vice Provost, Students

Motion passed at Senate on January 28, 2014

10.1 **Motion:** *That the Vice Provost Students be asked to provide Senate with a report on the activity of the Make-Up Test Centre, the demands made upon it, and its current ability to meet faculty and student demand; and to make such recommendations as may be necessary to ensure that the Centre is able to meet University-wide demand for the timely supervision of make-up tests and exams beginning with the Winter 2014 term.*

<u>Ryerson Test Centre</u>

Background: The Ryerson Test Centre performs two functions with respect to testing. It provides space, administration and invigilation for all tests and exams written by students, registered with the Access Centre for Student with Disabilities, who require accommodation and cannot write their tests and exams with the class. The test centre also provides administration, space and invigilation for make-up tests upon request for the general student population.

The test centre has dedicated space in Victoria Hall in a few locations and has an on-line booking system for the scheduling of tests. The test centre is staffed by 3 FT staff and many PT invigilators.

<u>What happened</u>:

- Given the demands on the test centre with the growing number of Access Centre clients and their testing needs the Test Centre identified certain weeks in the semester at mid-term that it did not have the capacity to manage make-up testing.
- This issue was raised at Senate and resulted in funding for an additional staff member in the Tests Centre and make-up tests were provided through the semester.
- Given the growth in use of the make-up testing use the test centre closed the 2012/2013 year with a budget deficit due to increased invigilation costs.
- A budget request submitted for 2013/2014 through the annual university budget process was denied and the test centre was required to ensure that they balanced their budget this year.
- Due to the legal requirements related to testing for Access Centre clients the test centre reduced the number of available make-up test hours to a level that better mirrored demand of the previous year as the space available was not used to capacity. Due to increased demand and the concentrated nature of the need for make-ups we ended up with the inability to manage the demand.

- The volume of testing in both Access testing and Make-up testing has grown over time and the table below shows the growth in numbers of tests administered in the last three years.

	2010/2011	2011/2012	2012/2013	% change
Number of Accommodated Tests	7918	8361	9342	18.0%
Number of Make-up Tests	2230	2380	3230	44.8%
Total Number of Tests	10,148	10,741	12,572	23.9%

- The numbers in the Accommodated test data above do not reflect increased costs that may be incurred based on the complexity of the student's need or the details of the specific accommodations (ie. private room, length of extra time, care breaks required, etc.)
- The budget for the test centre for 13/14 was less than 12/13 due to budget cuts but the cost to date of the required accommodated exams has increased by 6%.

What has been done recently:

- We have restored available make up hours for the rest of the term to previous last year's level and will close with a deficit again.
- We have maintained a black out for make-up tests during final exams for two reasons. 1) All staff are needed to manage the needs of the Access Centre clients writing their finals, and 2) We don't want to require students to write make up tests during the same period that they are preparing for and writing their final exams.
- We have submitted again through the budget process a request for additional funds to cover invigilation costs in the 13/14 academic year.
- We have asked the test centre to explore options to build additional capacity into their processes and systems a mechanism to increase available spaces based on a demand threshold.

**Ryerson University
President's Update to Senate
May 6, 2014**

Appointments –

- *Thomas Duever* has been appointed the new Dean of the Faculty of Engineering and Architectural Science (FEAS) for a five-year term beginning August 1st, 2014. A respected academic administrator, award-winning teacher, and internationally recognized researcher, Dr. Duever joins us from the University of Waterloo. Sincere thanks to Interim Dean Sri Krishnan, and the members of the search committee.

- *Marie Bountrogianni* has been appointed Dean of The G. Raymond Chang School of Continuing Education effective July 1st, 2014. Dr. Bountrogianni has served as Interim Dean since July 1st, 2013. She brought her extensive experience in academic, political and social service areas to The Chang School in 2011 as a distinguished visiting scholar, and engages partners in initiatives that advance opportunity, in particular for youth, immigrants and persons with disabilities. Sincere thanks are extended to members of the search committee.

- *Ann Cavoukian*, Ontario Information and Privacy Commissioner and Distinguished Visiting Professor at Ryerson, has been appointed Executive Director of the new Ryerson University Institute for Privacy and Big Data effective July 1st, 2014.

Spring Convocation 2014 Honorary Doctorates – I am pleased to share the list of honorary doctorate recipients for Spring 2014, and extend thanks to everyone involved in preparing the nominations, and the Awards and Ceremonials Committee for its work. It has been a pleasure to connect with the nominees, who have accepted with enthusiasm and pride.

Faculty of Arts
  Roy McMurtry - Former Chief Justice of Ontario, High Commissioner to Great Britain and Attorney General for Ontario; Doctor of Laws
Faculty of Community Services
  Mary Jo Haddad – Past President and CEO, The Hospital for Sick Children; Doctor of Laws
Faculty of Communication & Design
  Brian Stewart – Foreign Affairs Correspondent; Doctor of Journalism
  Jack Rabinovitch – Cultural, business and community leader; Doctor of Letters
Faculty of Engineering & Architectural Science
  Christopher Hume – Toronto Star architecture critic and urban issues columnist, Doctor of Laws
Ted Rogers School of Management
  Peter Oliver – Restaurateur and founder of The Stephen Leacock Foundation; Doctor of Laws

New Ryerson Carillon – For nearly fifty years, Wayne Detcher, (Electrical Technology '64) and former CJRT technician, has played the carillon at Convocation for graduates and guests. This year a new carillon will be part of the ceremonies, thanks to support for the wonderful tradition from alumni and the university community.

2014 Engineering Bug Push – The event held on March 12-13th this year will go down in history for harsh winter conditions and -24 temperatures overnight. It will also recognize the perseverance and extraordinary courage of students whose dedication said, in a remarkable way, that kids at SickKids are brave every day – and we can conquer the winter for them. Ryerson students continue to lead by example, in raising close to $25,000 to date for the Sick Kids Foundation.

Athletics Awards – The year-end event celebrating our student-athletes, coaches and support staff for their performance, dedication and contributions to the community continues to grow in distinction, spirit and professionalism. This year it was the best ever, superbly organized and hugely well attended, showing how far we have come in advancing this dynamic part of our university culture and character. I would like to express congratulations and thanks to Ivan Joseph, Director of Athletics, for inspiring the standard, passion and confidence that honours Ryerson and makes us proud to be members of the "Ramily." This year included the following amazing progress and highlights:

Ontario University Athletics (OUA) Major Awards:
- *Coach of the Year* – Ivan Joseph (Men's Soccer), Graham Wise (Men's Hockey)
- First-ever sweep of OUA male *Rookie of the Year* Awards – Cameron Galea-Andrews (Soccer), Adam Anagnostopoulos (Volleyball), Jean-Victor Mukama (Basketball), Domenic Alberga (Hockey)
- OUA East *Most Valuable Player* – Alex Braletic (Soccer)
- OUA East *Libero of the Year* – Julie Longman (Volleyball)
- 16 OUA *First Team All-Stars*, 6 OUA *Second Team All-Stars*, 5 OUA *All-Rookie Team*
- OUA *Championship Medals* – 13 Individual, 2 Team (Men's Soccer – Silver; Figure Skating Bronze)

Canadian Interuniversity Sport (CIS) Awards/All-Canadians:
- CIS Player of the Year, First Team All-Star – Alex Braletic (Soccer)
- R. W. Pugh Fair Play Award – Ryerson Men's Soccer
- All-Rookie Team – Adam Anagnostopoulos (Volleyball), Domenic Alberga (Hockey)
- Second Team All-Stars – Jamie Wise (Hockey)

Congratulations –

- Peter Bregg, School of Journalism, is being honoured by the Canadian Journalism Foundation with a Lifetime Achievement Award, the first photographer to receive the distinction.

- Ramona Pringle, RTA School of Media, had her project *Avatar Secrets* selected by the Canadian Media Fund as one of six to be featured in the 'Spotlight on Canada' at this year's MIPDoc at the Cannes Film Festival from April 11th-15th.

- David E. Smith, F.R.S.C. (Doctor of Letters *honoris causa* '10), Distinguished Visiting Scholar with the Faculty of Arts Department of Politics and Public Administration, is a 2014 finalist for *Across the Aisle: Opposition in Canadian Politics* in the annual Canada Prizes to be awarded May 7th for the best scholarly books in the humanities and social sciences.

- MBA students Alexander Dias and Katherine French won the 2014 Canada's Next Top Ad Execs competition, driving away two fully loaded 2014 Camaros as first prize for their GM Corvette Stingray ad campaign. The team was selected over 251 teams from 38 schools across

the nation, judged by industry leaders in a test of professional knowledge and marketing talent that showcased the Ryerson signature in connecting education to real life.

- Alanna Mager, Masters of Professional Communication (MPC), is a Top 25 finalist in the 2nd annual SSHRC Research for a Better Life: The Storyteller's Challenge, which asks students to explain in 3 minutes or 300 words how a SSHRC-funded research project at their institution is making a difference in the lives of Canadians. The Ryerson podcast featured a narrative exploring the work being done by Dr. Matthew Tiessen, entitled "Visions of the Gamocracy."

- Engineering and science students Mahmoud Al-Fayez, Mo'tasem Aljawhary, Yousuf Faroqi, Osama Al-Mohammedi, and Shahid Quraishi won 2nd Place in the 2014 American Concrete Institute (ACI) Fiber-Reinforced Concrete Bowling Ball Competition in Reno, Nevada – the only team to win in both the technical performance and poster presentation categories.

- Ryerson teams placed 1st and 3rd in the Second Annual Evolve Sustainable Design Challenge hosted by RBC Royal Bank and B+H Architects. A competition for students in architecture, engineering and related programs in Canada, this year teams were asked to design a net-zero energy and water-optimizing sports research facility. Members of the 1st place team are architectural science students Victor Huynh, Kevin Kyung Lee, Kiwoon Oh, Lydon Whittle and Nikita Yakushev; and 3rd place team members are Anna Kobeleva, Tom Kowalczyk, Courtney Nicholson, Annie Pavia, Anusha Ramesh and Tiffany Tse. Professor Vera Straka, Department of Architectural Science, guided both teams as faculty advisor.

- Muhammad Ali Naqvi, Molecular Science PhD student, is the winner of the Ryerson three minute thesis competition, and will go on to the Ontario level hosted by McMaster University on April 24th, for a chance to participate in the 1st Canadian national 3MT competition hosted by the University of Manitoba.

from the President's Calendar

March 17, 2014: Ryerson hosted a visit by Mr. Anne Gerard van Leeuwen, Consul General of the Netherlands, to discuss partnership opportunities.

March 24, 2014: Dr. Meric Gertler, President and Vice-Chancellor, University of Toronto, visited Ryerson for a Digital Media Zone tour.

March 26. 2014: It was an honour to host our annual lunch with the Professor Emeritus Group.

March 27, 2014: Led by Chancellor Bloomberg, we welcomed John Foresi and Elizabeth Hugessen of WPO (World Presidents' Organization) for a discussion followed by lunch at the Digital Media Zone.

March 27, 2014: I was pleased to be invited to speak at the Good Neighbour's Club Annual General Meeting on university support for the community.

March 28, 2014: The Blue & Gold Ball has been brought back as a highlight of the annual Ryerson calendar, thanks to the superb organization, talent and teamwork of the students.

March 29, 2014: We were proud to attend the 5th Annual University of the West Indies (UWI) Toronto Gala, with Chancellor Emeritus G. Raymond Chang as Patron, and honoured to hear many very positive remarks about Ryerson.

April 1, 2014: Ryerson is meeting with Saäd Rafi, Chief Executive Officer of the Toronto 2015 PanAm/ParapanAm Games, to discuss areas of Ryerson involvement.

April 7, 2014: Ryerson hosted a visit from Matthew King, Deputy Minister Fisheries and Oceans, and our partner in the federal DM-University champions program, including a meeting with students and faculty in politics and public administration programs.

April 10, 2014: Provost Mohamed Lachemi and I hosted a delegation from IIT-Hyderabad led by director Dr. Uday Desai, including a visit with engineering faculty to discuss partnerships and collaborative opportunities.

April 10, 2014: Ryerson hosted a table at the 27th Annual Public Policy Forum Testimonial Dinner and Awards held at the Metro Toronto Convention Centre.

Notice of Election for the Senate Priorities Committee (SPC) and Vice Chair of Senate

Members of Senate are invited to submit nominations for the SPC and Vice Chair of Senate for the 2014-2015 term.

1. Senate Priorities Committee
All members of this committee must be Senators. The role of this committee and its current membership can be found at http://www.ryerson.ca/content/dam/senate/stCommittees/spc.pdf

For the coming term there are the following vacancies:

- two (2) members elected by and from the faculty Senators, including the Librarian Senator (note that Neil Thomlinson's term has not expired, but he will be on sabbatical next year)
- one (1) undergraduate student Senator elected by and from all student Senators
- one (1) graduate student Senator elected by and from all student Senators

2. Vice Chair of Senate
Nominations are also being sought for the Vice Chair of Senate, who also serves as the Vice Chair of the SPC. The Vice Chair of Senate is elected by and from elected Senators. The duties of the Vice Chair are to:
- act as Chair of Senate if called upon, or in the absence or incapacity of the Chair; and
- serve, if a faculty member, as the Vice-Chair of the Senate Priorities Committee.

If you wish to nominate a Senator for SPC or the Vice Chair of Senate for 2014-15, please send his or her name to the Secretary of Senate (at jturtle@ryerson.ca) by 12:00 noon on Wednesday, May 14. You must get the nominee's approval in advance for the nomination, and copy the nominee in your email to me.

If there is more than one nominee in any category, an election for that category will be held the week of May 20, 2014.

Report #W2014-3 of the Academic Governance and Policy Committee (AGPC)
May 4, 2014

1. Policy 45 (Governance Councils) Revision (see agenda item #7.3.1.1)

   Motion: *That Senate approve the revised version of Policy 45*

   Amendment to Motion #1:
   That sections 2.3.a.iii, 2.3.b.iii, 4.3.a.iii, and 4.3.b.iii in Policy 45 be amended to include that, "Where a bylaw proposes a UPC or GPC membership that is any subset of the faculty participating actively in the program, the bylaw shall provide justification for the chosen structure, and shall ensure that the subset is elected by all faculty participating actively in the program" (full version attached)

2. Department Council Bylaws (see agenda items and motions 7.3.1.2-7.3.1.4):
   - Architectural Science
   - Economics
   - Physics

3. Faculty Council Bylaws (agenda item 7.3.1.5):
   - Ted Rogers School of Management

4. Yeates School of Graduate Studies (YSGS) Program Council Bylaws (see agenda items and motions 7.3.1.6-7.3.1.11):
   - Communication and Culture
   - Digital Media
   - Documentary Media
   - Immigration and Settlement Studies
   - Nursing
   - Urban Development

5. Bylaws for 17 Graduate Program Councils that have full membership of eligible YSGS members (see agenda item #7.3.1.12)
   - Aerospace Engineering
   - Applied Mathematics
   - Biomedical Physics
   - Building Science
   - Chemical Engineering
   - Civil Engineering
   - Computer Networks
   - Computer Science
   - Early Childhood Studies
   - Electrical and Computer Engineering
   - Environmental Applied Science and Management

- International Economics and Finance
- Literatures of Modernity
- Mechanical and Industrial Engineering
- Media Production
- New Molecular Science
- Professional Communication

Respectfully submitted

M. Lachemi
Chair (for the Committee):

A. M. Brinsmead, S. Dolgoy, C. Evans, C. Falzon, C. Hack, G. Hauck, Md. Sirajul Islam,
E. Kam, H. Lane Vetere, L. Lavallée, R. Lawrence, V. Magness, A. McWilliams, K. Raahemifar,
U. Siddiqui, J. Turtle

Summary of Policy 45 Issues and Suggested Solutions

Issue	Suggested Solution
Some inconsistent wording and numbering throughout	Wording and numbering have been made consistent, without changing meaning
Who can vote? • concerns expressed about excluding staff, postdocs, alumni, and others	Allow other voting members as specified in the bylaw, which may include, but is not necessarily restricted to instructor representatives, faculty representatives from other related programs, adjunct faculty, postdoctoral fellows, staff, and alumni.
How ties are broken • was inconsistent across councils	Options to resolve ties are provided in the Policy; bylaws must address the possibility of ties and choose an option for resolution
Quorum • concern that 50% might be unrealistic, especially for large interdisciplinary programs	Bylaw to establish quorum, but must ensure that a majority are faculty, and that faculty on leave will not be counted in the determination of the quorum requirement unless present at the meeting
Formal versus Informal Faculty Councils • one and/or the other was the original intent, but was not clear	New wording: "There will be a Faculty Council for each Faculty/School [excluding the Yeates School of Graduate Studies (covered by Part 5 of this Policy), and the G. Raymond Chang School of Continuing Education (covered by Part 6 of this Policy)]. Such FCs may be either Formal (part 3.2) and/or Informal (part 3.3).
Relationship between the Chang School and teaching Departments regarding approvals • Item 6.2.b in the current version indicates that only Faculty-level approval is necessary	New wording: "Where such Chang School programs or policies are related to undergraduate or graduate degree credit or certificate credit courses or programs that are the responsibility of an academic program/department/school, approval is required by the program/department/school and by the relevant Dean, Dean of Record, or designate, in consultation with other programs/departments/schools whose courses are affected."

RYERSON UNIVERSITY POLICY OF SENATE

GOVERNANCE COUNCILS

Policy Number: 45

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Responsible Committee or Office: Provost and Vice President Academic,
                                   Secretary of Senate

I. DEFINITIONS
1. **Chair** is the Chair of a Department or School
2. **Director** is the Director of a School or Department
3. **Council Chair** is the elected or *ex officio* chair of a Council
4. **Dean** is the Dean of a Faculty/School (including the Dean of the Yeates School of Graduate Studies and the Dean of the G. Raymond Chang School of Continuing Education).
5. **Dean of Record** is a Dean named by the Provost and given decanal authority over an interdisciplinary program.
6. The **Associate Deans** of a Faculty/School are appointed according to Board policy and have a range of Faculty-wide responsibilities assigned by the Dean.
7. **Faculty/School** is an overarching academic unit, headed by a Dean, that may comprise Departments or Schools or be structured according to a specific function (e.g., the Chang School, the Yeates School of Graduate Studies).
8. **Department/School** is an academic unit, headed by a Chair or Director, resident in a Faculty, that has responsibility for the delivery of academic programs, Chang School degree credit courses, and Department-based Chang School Certificates.
9. **Faculty Member** includes all current tenure stream and limited term faculty members represented by the Ryerson Faculty Association (RFA).
10. **Instructor** includes all part-time, sessional, and Continuing Education instructors who are represented by Unit 1 or Unit 2 of CUPE Local 3904.
11. **Undergraduate/Graduate Student** is an individual currently registered in an undergraduate/graduate program at Ryerson University leading to an undergraduate/graduate degree.
12. **Continuing Education Student** is an individual registered in a Chang School course, and not simultaneously registered in an undergraduate/graduate program at Ryerson.
13. **Staff** are personnel associated with the unit who are designated as MAC or are represented by OPSEU.

II. SCOPE AND AUTHORITY

This policy establishes the requirements and procedures for governance councils and their relationship and reporting requirements to Senate. Such councils may not make recommendations or establish policies or procedures that contravene the *Ryerson Act* and the powers assigned therein to the Board of Governors, or any university policy or collective agreement.

III. PURPOSE OF THE POLICY

This policy establishes academic governance structures, communication, decision-making, and reporting requirements to Senate. To accomplish this purpose as effectively and efficiently as possible, the policy addresses two overarching aims:

    a) to clarify roles and responsibilities of members of councils; and

    b) to articulate the relationship between and among councils, members of councils, and Senate.

Recommended procedures for the implementation of councils covered by this policy, and associated guidelines, are included in Appendix A.

As per the *Ryerson Act*, the Senate bylaw, university policy, and collective agreements, regulation of academic matters is the primary scope of this policy.

The following principles are central to this policy:

Transparency in the consideration of academic matters and in collegial decision-making.

Consultative processes to ensure that all parties relevant to the matter at hand, and their respective roles, responsibilities, and views are taken into account in deliberation, decision-making, and resultant action.

Flexibility to facilitate the proactive and timely consideration of, and action on, academic matters.

IV. ROLES AND RESPONSIBILITIES

Deans are responsible for the overall leadership and governance of a respective Faculty/School in accordance with the provisions of the *Ryerson Act*, university policies and procedures, and collective agreements. As per Ryerson's bicameral governance structure, decanal authority vis-à-vis councils is specific to academic matters, which includes, but is not limited to, approving Department/School Council recommendations and reports prior to submission to any body external to the Faculty/School, including Senate; and reporting to Senate on approved policies that pertain to the Faculty/School as a whole (e.g., major curriculum revision, new program development, matters with resource or human relations implications). Deans are expected to consult and communicate with one another, and with Faculty/School/Department colleagues to ensure effective and transparent leadership.

Deans of Record are responsible for the overall leadership and governance of an interdisciplinary (or multi-disciplinary) graduate or undergraduate program in accordance with the provisions of the *Ryerson Act*, university policies and procedures, and collective agreements. As per Ryerson's bicameral governance structure, decanal authority vis-à-vis councils is specific to academic matters, which includes, but is not limited to, approving program council recommendations and reports prior to submission to any body external to the program, including Senate; and reporting to Senate on approved policies that pertain to the program as a whole (e.g., major curriculum revision, new program development, matters with resource or human relations implications).

Deans are expected to consult and communicate with one another, and with Faculty/School/Department colleagues to ensure effective and transparent leadership.

Department Chairs/School Directors (C/Ds) are appointed in accordance with the collective agreement between the RFA and the University, and are responsible for academic leadership within the respective Department/School in accordance with the collective agreement, and Department/School and/or Senate approved policies and procedures.

Graduate Program Directors (GPDs) are, in the case of department/school-based graduate programs, recommended by the Chair/Director of the respective Department/School, in consultation with the GPC and the respective Dean, for appointment by the Dean of the Yeates School of Graduate Studies (YSGS). In the case of interdisciplinary graduate programs, GPDs are recommended by the Dean of Record, in consultation with the members of the GPC, for appointment by the Dean of the Yeates School of Graduate Studies (YSGS) following a clear and transparent process agreed upon by the two Deans. Such process may be detailed in the bylaw of the program council. GPDs are responsible for ensuring that all aspects of their graduate program function as per policies, procedures, and requirements of YSGS. GPDs shall communicate and consult with the relevant Chairs/Directors on matters that have broader implications for the Department/School (e.g., curriculum revision, new program/field development, advisor/supervisor student relations).

Undergraduate Program Directors (UPDs), where they exist, are, in the case of departmentally-based programs, recommended by the Chair/Director of the Department/School, who may consult with the members of the UPC or D/SC, for appointment by the Dean of the relevant Faculty. In the case of interdisciplinary programs, UPDs are appointed by the Dean of Record, who may consult with the members of the UPC. UPDs have a range of responsibilities assigned by their Chair/Director or, in the case of interdisciplinary programs, by their Dean.

V. COUNCILS
The following councils are covered by this policy:
1. Department/School Councils;
2. Undergraduate Program Councils;
3. Faculty Councils;
4. Graduate Program Councils;
5. Yeates School of Graduate Studies Council; and
6. G. Raymond Chang School of Continuing Education Council.

Procedures for enacting these councils are provided in Appendix A.

VI. DISPUTE RESOLUTION
1. In the event of a disagreement between a Department/School Council and a Chair or Director, the relevant Dean, in consultation with the parties involved, shall decide how to proceed.
2. In the event of a disagreement between Deans or between a Dean and a Department/School/Program Council, the Vice Provost Academic will facilitate a negotiated solution. If a negotiated solution is not possible, the Provost will resolve the issue.

COUNCIL PROCEDURES

1.   DEPARTMENT/SCHOOL COUNCILS (D/SCs)

1.1   **Department/School Councils** will be constituted as appropriate with a structure and membership as determined by bylaws approved by the relevant Dean and Senate.

1.2   **Roles and Responsibilities:**
   a   D/SCs are the consultative and collegial bodies responsible for academic matters specific to the Department/School and its programs. Depending on the nature of the matter, they approve, report, or make recommendations to Chairs/Directors and/or the Dean or designate, and/or Senate.
   b   D/SCs will approve policy and procedure with significance and effect exclusive to the Department/School. Endorsement by the Chair/Director, and consultation with, and endorsement by, the Dean or designate is required before implementation of significant changes.
   c   D/SCs may formulate and communicate recommendations regarding policies and procedures with implications beyond the Department/School to the Chair/Director and/or the relevant Dean and/or designate. Endorsement of such recommendations by the Chair/Director and the relevant Dean or designate is required. If there are no ramifications beyond the Faculty, the matter may be settled there. If there are broader ramifications, the matter shall be submitted to Senate, its standing committees (e.g., ASC) or, where relevant, to the Chang School or YSGS Councils.
   d   D/SCs may report directly to Senate on information items that affect only the Department/School, and/or on matters of general interest.

1.3   **Membership:**
   a   All faculty members in the Department/School are voting members of the D/SC, except faculty above the level of Chair/Director (e.g. Associate Dean, Dean, Vice Provost, Provost), who are excluded from D/SC membership;
   b   Students, elected by and from the students in the Department/School program(s), in a ratio of not less than one-fourth and not more than one-third of the total voting faculty members on the D/SC, as specified in the D/SC bylaw; and
   c   Other voting members as specified in the D/SC bylaw which may include, but is not necessarily restricted to, instructor representatives, faculty representatives from other related programs, adjunct faculty, postdoctoral fellows, staff, and alumni.
   d   The D/SC may specify, in its bylaw, any non-voting members entitled to attend meetings of the Council.

1.4   **Meetings:**
   D/SCs should meet at least twice a year, once in each of the Fall and Winter semesters. Between meetings of the D/SC, less formal meetings of faculty (and others, depending on Departmental/School tradition) may advise the Chair/Director.

1.5   **Bylaw:** Each D/SC will function according to a bylaw, which must be approved by Senate. Such a bylaw must address matters including, but not necessarily restricted

to:
a   membership (see Part 1.3 above);

b   a mechanism for the selection of a Chair;

c   the mechanism by which tied votes will be resolved (e.g., deemed lost; or Chair voting to break a tie);

d   the circumstances under which the Chair may vote (e.g., always, perhaps with a second, 'casting' vote to break a tie; or only to break a tie);

e   quorum, which must specify:
     i.   the minimum number or percentage of council members required to conduct business;
     ii.   that a majority of those present must be faculty; and
     iii.   that faculty members on leave will not be counted in the quorum calculation unless present at the meeting either personally or via such other media as Council may permit;

f   the establishment of standing committees (e.g., curriculum) – and sub-committees, if desired – and the structure and operational rules of committees or sub-committees so created;

g   rules regarding the creation and operation of any *ad hoc* committees. The D/SC may establish such *ad hoc* committees as it deems necessary but must, at the creation of the committee, specify the committee membership, mandate, chair, quorum, and reporting relationship; and

h   the process, and percentage of affirmative votes necessary, to amend the bylaw.

2.   UNDERGRADUATE PROGRAM COUNCILS (UPCs)

2.1   **UPCs** will be constituted in a manner most appropriate for the needs of the respective Department(s)/School(s)/Faculty(/ies)/Program(s) providing undergraduate education. Such Councils are mandatory for all interdisciplinary programs, but not required where a D/SC has jurisdiction over a program. The structure and membership will be determined by a bylaw approved by the relevant Dean and Senate. The initial bylaw of any UPC will be established via a consultative process involving the Undergraduate Program Director (UPD), affected Chair(s)/Director(s), and relevant Dean(s) or designate(s).

2.2   **Roles and Responsibilities**

a   UPCs are the consultative and collegial bodies responsible for academic matters specific to the interdisciplinary program or, in cases where they are created to manage departmentally-based programs, to the Department/School/Faculty.

b   UPCs will collaborate in a transparent manner with related D/SC(s), Chair(s)/Director(s), relevant Dean(s) or designate(s), and with relevant Faculty Council(s) and standing committees thereof.

c   UPCs will approve policy and procedure with significance and effect exclusive to the program. Consultation with, and endorsement by, the UPD, and the relevant Dean or designate is required before implementation of significant changes.

d   UPCs may formulate and communicate recommendations regarding policies and procedures with implications beyond the program to the UPD and/or relevant Dean and/or designate. Endorsement or such recommendations by the UPD and the relevant Dean and/or designate(s) is required before submission to any body beyond the program. If there are no ramifications beyond the Faculty, the matter may be settled there. If there are broader ramifications, the matter shall be submitted to

Senate, its standing committees (e.g., ASC) or, where relevant, to the Chang School or YSGS Councils.

e   UPCs may report directly to Senate on information items that affect only the undergraduate program, and/or on matters of general interest.

2.3   **Membership:**

a   In *Department/School/Faculty based programs*, the UPC should include:

    i.   The Department/School Chair/Director;

    ii.   The Undergraduate Program Director (UPD), where one has been appointed;

    iii.   Faculty members who teach regularly in, or are active in the administration of, the undergraduate program. Normally all these faculty members will be UPC members but, where impractical (e.g., size), representation may be otherwise stipulated by the bylaw;

    iv.   Students elected by and from undergraduate students in the program, at a ratio of not less than one-fourth and not more than one-third of the total voting faculty members on the UPC, as stipulated in the bylaw; and

    v.   Other voting members, as specified in the UPC bylaw, which may include, but is not necessarily restricted to, instructor representatives, faculty members from related programs, adjunct faculty, postdoctoral fellows, staff, and alumni.

    vi.   The UPC may specify, in its bylaw, any non-voting members entitled to attend meetings of the Council.

b   In *Interdisciplinary programs*, the UPC should include:

    i.   the Undergraduate Program Director (UPD);

    ii.   Department/School Chairs/Directors from programs with direct involvement in the program, as determined by the Dean of Record;

    iii.   Faculty members who teach regularly in, or are active in the administration of, the undergraduate program. Normally all these faculty members will be UPC members but, where impractical (e.g., size), representation may be otherwise stipulated in the bylaw;

    iv.   Students elected by and from undergraduate students in the program, at a ratio of not less than one-fourth and not more than one-third of the total voting faculty members on the UPC, as stipulated in the bylaw; and

    v.   Other voting members, as specified in the UPC bylaw, which may include, but is not necessarily restricted to, instructor representatives, faculty members from related programs, adjunct faculty, postdoctoral fellows, staff, and alumni.

    vi.   The UPC may specify, in its bylaw, any non-voting members entitled to attend meetings of the Council.

2.4   **Meetings:**

UPCs should meet at least twice a year, once in each of the Fall and Winter semesters. Between meetings of the UPC, less formal meetings of faculty (and others, depending on program tradition) may advise the UPD.

2.5   **Bylaw:** Each UPC will function according to a bylaw, which must be approved by Senate. Such bylaw must address matters including, but not necessarily restricted to:

a   membership (see Part 2.3 above);

b   a mechanism for the selection of a Chair;

c   the mechanism by which tied votes will be resolved (e.g., deemed lost; or Chair voting to break a tie);

d   the circumstances under which the Chair may vote (e.g., always, perhaps with a second, 'casting' vote to break a tie; or only to break a tie);

e   quorum, which must specify:
  i.   the minimum number or percentage of council members required to conduct business;
  ii.   that a majority of those present must be faculty; and
  iii.   that faculty members on leave will not be counted in the quorum calculation unless present at the meeting either personally or via such other media as Council may permit;

f   the establishment of standing committees (e.g., curriculum) – and sub-committees, if desired – and the structure and operational rules of committees or sub-committees so created;

g   rules regarding the creation and operation of any *ad hoc* committees. The UPC may establish such *ad hoc* committees as it deems necessary but must, at the creation of the committee, specify the committee membership, mandate, chair, quorum, and reporting relationship; and

h   the process, and percentage of affirmative votes necessary, to amend the bylaw.

3.   FACULTY COUNCILS (FCs)

3.1   There will be a **Faculty Council** for each Faculty/School [excluding the Yeates School of Graduate Studies (covered by Part 5 of this Policy), and the G. Raymond Chang School of Continuing Education (covered by Part 6 of this Policy)]. Such FCs may be Formal (part 3.2 below) and/or Informal (part 3.3 below).

3.2   **Formal Faculty Councils**

a   The role and responsibilities of a Formal Faculty Council shall be specified by the bylaw, but may include matters such as:
  i.   coordination of the development, submission, and review of undergraduate and graduate degree programs, graduate certificates, and Chang School Certificate programs;
  ii.   academic policy affecting the Faculty; and
  iii.   the Academic Plan of the Faculty.

b   The Bylaw of a Formal Faculty Council must specify:
  i.   the purpose of the Council, and the nature of its relationship with other Councils;
  ii.   a process to elect or appoint a membership that is representative of the Faculty's Departments/Schools/Programs, and to establish the terms of office of such members;
  iii.   provisions for regular meetings, normally at least once in each of the Fall and Winter terms;
  iv.   the quorum required to conduct business, expressed as a minimum number or as a percentage of FC members and including that a majority of those present must be faculty;
  v.   a mechanism for the selection of a Chair;
  vi.   the mechanism by which tied votes will be resolved (e.g., deemed lost; or Chair voting to break a tie);

     vii.   the circumstances under which the Chair may vote (e.g., always, perhaps with a second, 'casting' vote to break a tie; or only to break a tie);

    viii.   the establishment of standing committees – and sub-committees, if desired – and the structure and operational rules of committees or sub-committees so created;

     ix.   rules regarding the creation and operation of any *ad hoc* committees. The FC may establish such *ad hoc* committees as it deems necessary but must, at the creation of the committee, specify the committee membership, mandate, chair, quorum, and reporting relationship; and

     x.   the process, and percentage of affirmative votes necessary, to amend the bylaw.

3.3   Informal Faculty Councils

a   The Dean may seek advice/counsel from an Informal Faculty Council. The mandate of these councils will be such as the Deans, in consultation with Council members, shall determine.

b   Bylaws are not required for Informal Faculty Councils, since they are purely advisory.

c   The membership of an Informal Faculty Council shall be determined by the Dean, but should be representative of the Faculty's Departments and Schools, and will usually include Associate Deans, Department/School Chairs/Directors, Undergraduate Program Directors of interdisciplinary programs within the Faculty, and any other members deemed appropriate [e.g., Graduate Program Directors (GPDs) within the Faculty]..

d   Informal Faculty Councils will normally meet at least once in each of the Fall and Winter terms.

4.   GRADUATE PROGRAM COUNCILS (GPCs)

4.1.   **Graduate Program Councils** will be constituted in the manner most appropriate for the needs of the respective Department(s)/School(s)/Faculty(/ies)/Program(s) providing graduate education, with a structure and membership determined by bylaws submitted for approval to the Dean of the Yeates School of Graduate Studies (YSGS), who shall consult with affected Faculty Deans before submitting bylaws for Senate consideration. The initial bylaws of GPCs will be established via a consultative process involving the Graduate Program Director (GPD), affected Chair(s)/Director(s), affected Faculty Dean(s) or designate(s), and the Dean of the YSGS or designate.

4.2.   **Roles and Responsibilities:**

a   GPCs are the consultative and collegial bodies responsible for academic matters specific to the graduate program. GPCs collaborate in a transparent manner with related D/SC(s), Chair(s)/Director(s), affected Faculty Dean(s) or designate(s), the YSGS Dean, the YSGS Council and its standing committees to bring forward the policy and procedure recommendations of the GPC.

b   GPCs will approve policy and procedure with significance and effect exclusive to the program. Consultation with the GPD, affected Faculty Dean(s) or designate(s), Faculty Council(s) where appropriate, the Dean of Record, and the YSGS Dean must take place before implementation. Endorsement by the YSGS Dean – who shall ensure that all consultations have occurred – is necessary before

implementation.

c   GPCs may formulate and communicate recommendations regarding policies and procedures with implications beyond the program. Endorsement by the affected Faculty Dean(s), and/or designate(s) and/or the Dean of Record is required before submission to the Dean of YSGS. The YSGS Council makes recommendations for approval to Senate.

d   GPCs will report directly to YSGS Council on issues specific to the respective graduate program, and/or matters of general interest. Department/School based programs should copy their respective D/SCs on such reports.

4.3.   **Membership:**

a   In *Department/School/Faculty based programs*, the GPC should include:
   i.   The Graduate Program Director (GPD);
   ii. The Department/School Chair/Director;
   iii. Faculty members who are active YSGS members ***and*** currently teaching regularly in, supervising students of, or active in the administration of, the graduate program. Normally all these faculty members will be GPC members but, where impractical (e.g., size), representation may be otherwise stipulated in the bylaw; and
   iv. Graduate student representatives selected by and from graduate students in the program, as specified in the bylaw.

b   In *Interdisciplinary Programs*, the GPC should include:
   i.   The Graduate Program Director (GPD);
   ii. Department/School Chairs/Directors from programs with direct involvement as determined by the Dean of Record in consultation with the Dean of YSGS, in cases where s/he is not the Dean of Record;
   iii. Faculty members who are active YSGS members ***and*** currently teaching regularly in, supervising students of, or active in the administration of the graduate program. Normally all these faculty members will be GPC members but, where impractical (e.g., size), representation may be otherwise stipulated in the bylaw; and
   iv. Graduate student representatives selected by and from graduate students in the program, as stipulated in the bylaw.

c.   For both Department-/School-/Faculty-based and interdisciplinary graduate programs, Council membership may include others as determined by bylaw, including, but not necessarily restricted to, faculty members from related departments/schools and adjunct faculty, as long as they are active or associate members of the YSGS. Staff, who will provide administrative support to the Council and its committees, are normally non-voting.

4.4.   **Meetings:** GPCs will normally meet at least twice a year, once in each of the Fall and Winter semesters.

4.5.   **Bylaw:** Each GPC will develop a bylaw that must be endorsed by the Dean of the YSGS, and YSGS Council for Senate approval. For the purpose of creation and adoption of the initial GPC bylaw, the GPD will designate a preliminary GPC in consultation with the Dean of the YSGS. Such bylaws must address matters including, but not necessarily restricted to:

a   membership (see Part 4.3 above);

    b   a mechanism for the selection of a Chair;

    c   a mechanism by which tied votes will be resolved (e.g., deemed lost; or Chair voting to break a tie);

    d   the circumstances under which the Chair may vote (e.g., always, perhaps with a second, 'casting' vote to break a tie; or only to break a tie);

    e   quorum, which must specify:

       i.   the minimum number or percentage of council members required to conduct business;

      ii.   that a majority of those present must be faculty; and

     iii.   that faculty members on leave will not be counted in the quorum calculation unless present at the meeting either personally or via such other media as Council may permit;

    f   the establishment of standing committees (e.g., curriculum, scholarships and awards, admissions that are included in the YSGS governance structure) – and sub-committees, if desired – and the structure and operational rules of committees or sub-committees so created;

    g   rules regarding the creation and operation of any *ad hoc* committees. The D/SC may establish such *ad hoc* committees as it deems necessary but must, at the creation of the committee, specify the committee membership, mandate, chair, quorum, and reporting relationship; and

    h   the process, and percentage of affirmative votes necessary, to amend the bylaw.

5.   **THE YEATES SCHOOL OF GRADUATE STUDIES COUNCIL (YSGSC)**

    5.1   The YSGSC, with approval of the YSGS Dean, reports to Senate on matters pertaining to graduate education including, but not restricted to, major graduate curriculum changes, new graduate program development (fields, areas of emphasis), graduate certificates and/or diplomas, graduate program reviews and YSGS policies with university-wide effect.

    5.2.   **Roles and Responsibilities:**

    a   Makes recommendations to the YSGS Dean on GPC bylaws, which are then submitted to Senate for approval.

    b   Receives reports on policy and procedures approved by GPCs that only have significance and effect at that level.

    c   Receives reports and recommendations from YSGSC sub-committees, and makes recommendations on policy and procedure that are specific to YSGS functions. Consultation with, and approval of, the YSGS Dean or designate is required before enacting these recommendations.

    d   Recommends policies and procedures with university-wide implications to Senate. Consultation with, and endorsement by, the Dean of the YSGS and/or designate is required before submission to Senate.

    e   In keeping with the scope and authority of Councils, the YSGSC may make recommendations to the YSGS Dean on any matter pertaining to graduate education.

    f   Collaborates, communicates, and consults as necessary with GPCs, GPDs, D/SCs and others as necessary to ensure effective and proactive leadership and development in graduate education.

    5.3.   **Membership:**

    a   The YSGS Dean, *ex-officio*, non-voting, and Chair;
    b   The Associate Dean of the YSGS;
    c   One representative who is an active YSGS member from each Faculty, appointed
         by the YSGS Dean in consultation with the Dean of the relevant Faculty;
    d   Seven (7) Graduate Program Directors (GPDs) selected by and from GPDs in a
         manner specified in the YSGSC Bylaw;
    e   Two graduate students, one masters and one doctoral, elected by and from masters
         and doctoral graduate students, respectively; and
    f   Other members as determined by the YSGSC bylaw.

   5.4.   **Meetings:** The YSGSC will normally meet at least twice a year, once in each of the
           Fall and Winter semesters.

   5.5.   **Bylaw:** The YSGSC will develop a bylaw that must be endorsed by the Dean of the
           YSGS, for Senate approval. Such bylaw must address matters including, but not
           necessarily restricted to:
    a   **Membership** (see Part 5.3 above);
    b   **Voting Members:** Only faculty and student members of YSGSC are voting
         members. Staff representatives to YSGSC are non-voting, and the Chair votes only
         in the event of a tie;
    c   **Quorum:** Quorum, which shall not be less than fifty percent of members, where a
         majority of those present are faculty members;
    d   **Committees:**
         i.   the establishment of standing committees (e.g., Program and Planning,
               Membership, Scholarships and Awards, and Appeals) – and sub-committees,
               if desired – and the structure and operational rules of committees or sub-
               committees so created including, but not necessarily restricted to, the
               responsibilities, powers, authority, membership, regulations, and reporting
               relationship of any such committee;
         ii.   rules regarding the creation and operation of any *ad hoc* committees. The
               YSGSC may establish such *ad hoc* committees as it deems necessary but
               must, at the creation of the committee, specify the committee membership,
               mandate, chair, quorum, and reporting relationship; and
    e   the process, and percentage of affirmative votes necessary, to amend the bylaw.

6. **THE G. RAYMOND CHANG SCHOOL OF CONTINUING EDUCATION
   (hereafter "Chang School") COUNCIL (CSC)**
   6.1   **The CSC**, with approval of the Chang School Dean, reports to Senate on new
          certificate proposals, certificate program reviews, course series and other programs,
          and on academic policies pertaining to the Chang School.

   6.2   **Roles and Responsibilities:** The CSC may make academic policy and procedure
          recommendations to the Dean, in keeping with the scope and authority of Councils,
          on any matter pertaining to the Chang School and all certificates, course series and
          other programs associated with the Chang School.
    a   If such Chang School programs or policies have significance and effect only within
         the Chang School, then approval by the CSC and Dean are needed. These shall be
         reported to Senate for information.
    b   Where such Chang School programs or policies are related to undergraduate or

graduate degree credit or certificate credit courses or programs that are the responsibility of an academic program/department/school, approval is required by the program/department/school and by the relevant Dean, Dean of Record, or designate, in consultation with other programs/departments/schools whose courses are affected.

c   In the case of programs or policies related to graduate certificates and/or diplomas, approval of the Dean of the Yeates School of Graduate Studies is also required.

d   If such policies have ramifications outside the Chang School, they must be approved by Senate.

6.3.   **Membership:**
a   Chang School Dean, *ex-officio,* non-voting, and Chair;
b   Three (3) representatives elected by and from the Chang School Program Directors;
c   A Chair or Director from each of the Faculties appointed by the relevant Faculty Dean;
d   Five (5) students, elected by and from the continuing education students registered through the Chang School and not simultaneously registered in an undergraduate/graduate program at Ryerson University;
e   Three (3) faculty or instructor participants, each of whom has extensive Continuing Education teaching experience, appointed by the Chang School Dean, for one year terms; and
f   Other members as specified in the CSC bylaw.

6.4.   **Meetings:** The CSC will meet at least twice a year, once in each of the Fall and Winter semesters, as prescribed by the CSC bylaw.

6.5.   **Bylaw:** The CSC will develop a bylaw that must be endorsed by the Chang School Dean before submission to Senate for approval. Such bylaw must address matters including, but not necessarily restricted to:
a   **Membership:** (see Part 6.3 above);
b   **Meetings:** (see Part 6.4 above);
c   **Voting Members:** All members of the CSC, except the Dean and Secretary, are voting members;
d   **Quorum:** Quorum, which shall not be less than fifty percent of members, where a majority of those present are faculty, instructors, or program directors;
e   **Committees:**
   i.   the establishment of standing committees – and sub-committees, if desired – and the structure and operational rules of them including, but not necessarily restricted to, the responsibilities, powers, authority, membership, regulations, and reporting relationship of any such committee;
   ii. rules regarding the creation and operation of any *ad hoc* committees. The CSC may establish such *ad hoc* committees as it deems necessary but must, at the creation of the committee, specify the committee membership, mandate, chair, quorum, and reporting relationship; and
f   the process, and percentage of affirmative votes necessary, to amend the bylaw.

APPENDIX B

BYLAWS AND POLICIES RELATED TO POLICY 45

Senate Bylaw

Articles 8.1, 8.2, 8.3

Senate Policies

Pol #1   Admission to Undergraduate Programs

Pol #7   Preparation, Submission and Approval of Academic Proposals

Pol #21   Academic Jurisdiction

Pol #33   Program Balance

Pol #35   Degree Programs Policy

Pol #74   New Structure for Administration of Liberal Studies at Ryerson

Pol #76   Development and Review of Certificate Programs

Pol #103   Mission and Aims of Ryerson University

Pol #110   Institutional Quality Assurance Process

Pol #112   Development of New Graduate and Undergraduate Programs

Pol #126   Periodic Program Review of Graduate and Undergraduate Programs

Pol #127   Curriculum Modifications: Graduate and Undergraduate Programs

Pol #142   Graduate Admissions and Studies Policy

Pol #145   Course Management Policy

Pol #151   Course Management Policy - School of Graduate Studies

Pol #158   Program Advisory Councils

Institutional Quality Assurance Process Policies-as-approved-May-3-2011

The Department Council By-laws.

November 21st 2013
The current document was updated and the text was aligned with the Ryerson
University Policy of Senate number 45 approved on April 2, 2013.
The By-laws Committee members are Leila M. Farah, Miljana Horvat, Jurij Leshchyshyn
and Syed Shirazie. The Chair of the Department of Architectural Science, Colin Ripley,
was consulted and provided comments.

1. Glossary (from the Ryerson University Policy of Senate (number 45))
   Faculty member includes all current tenure stream and limited term faculty
      members represented by the Ryerson Faculty Association (RFA).
   Staff are personnel associated with the unit who are members of OPSEU or MAC.
   Undergraduate/Graduate Student is an individual currently registered in an
      undergraduate/graduate program at Ryerson University leading to an
      undergraduate/graduate degree.

2. Role and Responsibilities

In alignment with Ryerson University Policy of Senate (number 45):

a. The Departmental Council (DC) is the consultative and collegial body
   responsible for academic matters specific to the Department and its programs.
   Depending on the nature of the matter, DC approves, reports, or makes
   recommendations to the Chair and/or the Dean or designate, and/or Senate.

b. The DC approves policy and procedure with significance and effect exclusive
   to the Department. Endorsement by the Chair, and consultation with, and
   endorsement by, the Dean or designate is required before implementation of
   significant changes.

c. The DC formulates and communicates recommendations regarding policies and
   procedures with implications beyond the Department to the Chair and/or the
   relevant Dean and/or designate. Endorsement of such recommendations by the
   Chair and the relevant Dean or designate is required. If there are no
   ramifications beyond the Faculty, the matter may be settled there. If there are
   broader ramifications, the matter shall be submitted to Senate, its standing
   committees (e.g., ASC) or, when relevant, to the YSGS Council.

d. The DC may report directly to Senate on information items that affect only the
   Department, and/or on matters of general interest.

e. The DC maintains active relationships with Department Program Councils and
   programs arising from the Chang School.

Dispute resolution

- In the event of a disagreement between a Department Council and a Chair, the relevant Dean in consultation with the parties involved shall decide how to proceed.

- In the event of a disagreement between Deans or between a Dean and a Department Council, the Vice Provost Academic will facilitate a negotiated solution. If a negotiated solution is not possible, the Provost will resolve the issue.

3. Membership:

a. All faculty members in the Department are members of the DC. Faculty on leave who indicate in advance to the DC Chair that they will be present at meetings during their leave remain full members for the purposes of quorum calculation. Faculty above the level of Chair (e.g. Associate Dean, Dean, Vice Provost, Provost) are excluded from DC membership.

b. Students, elected by and from the students in the Department programs, in a ratio of not less than one-fourth and not more than one-third of the total voting faculty members on the DC.

   For graduate programs:
   - One student representative per program

   For the undergraduate program:
   - President and Vice President Academic from the Architecture Course Union (ACU) representing the year and/or option in which they are enrolled.

   - Additional students to ensure representation as follows:
     - one student from each specialization (Architecture, Building Science and Project Management)
     - one student from third year,
     - and depending on the faculty/student ratio, at least one student from the first two years

4. Regulations:

a. Rules of Order
   Each DC meeting shall be "governed by Bourinot's Rules of Order or such other rules of order [...]; provided that, in the event of a conflict between such Rules of Order and one or more provisions of the Corporations Act, the Ryerson University Act or the By-Laws, the provisions of the Corporations Act, the Ryerson University Act or the By-Laws shall prevail."[1]

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[1] By-Law no. 1 being the General By-Laws of Ryerson University, section 7.17, available online at the following link:

b. Meetings:
   DC should meet at least twice a year, once in each of the Fall and Winter semesters.

   (1)   Additional meetings may be called by the DC Chair

   (2)   In addition, a DC member can call a DC meeting through a written petition signed by not less than four DC members and submitted to either DC officer

   (3)   In all cases, at least seven (7) days' written advance notice must be given to all members of all meetings.

c. Voting members:
   Only faculty and elected student members of the DC are voting members.
   Staff may serve on the DC or committees, but cannot vote on DC.

   (1) Each DC member, excepting only the DC Chair, shall have a vote, and in the event of a tied vote, the DC Chair, may cast the deciding vote;

   (2) In a tied vote on which the DC Chair elects not to cast a deciding vote, the motion before Council shall be ruled to be defeated;

d. Department Chair:
   According to the RFA collective agreement, article 26, 1, E, 11[2], "The duties and responsibilities of Chairs may include the following […] ensure that meetings of the Department or School Council take place and are conducted in accordance with Senate Policy and the bylaw of the Council."

 e. DC Officers:
   DC officers will include a DC Chair and a DC Secretary.
   The DC Chair and the DC Secretary will work towards ensuring that DC functions in accordance and in fulfillment of its roles and responsibilities as described in section 2 (Role and Responsibilities).

 f. DC Chair: The specific duties of the DC Chair shall include:
     1. Ensuring that DC meetings are called in accordance with section 4.b above;
     2. Establishing, in consultation with the Department Chair and Committee

http://www.ryerson.ca/content/dam/about/governors/documents/governance/General_ByLaws_of_Ryerson_University%202010-11.pdf
Bourinot's Rules of Order are available online at the following link:
http://www.cep6006.ca/Bourinot's-Rules-of-Order.pdf
[2] RFA Collective Agreement, p. 185.
http://www.ryerson.ca/content/dam/teaching/documents/RFA_CA/RFA_Collective_Agreement-July_1_2011_to_June_30_2015.pdf

Chairs, as required, an agenda for each meeting;
3. Presiding over meetings of DC in accordance with Bourniot's rules of order
4. Ensuring that all standing and sub-committees of DC are properly constituted;
5. Ensuring that all business of the Council is completed according to posted deadlines;
6. In collaboration with the DC Secretary, establishing and maintaining mechanisms for consultation and communication as required;
7. Co-ordinating policy issues with Chairs of other Program Committees in the Department, as required;
8. Co-ordinating the implementation of policy developments with entities of University governance above the Departmental level;
9. Ensuring communication of Senate and Board of Governors policy changes to DC;

g. DC Secretary: The specific duties of the DC Secretary shall include:
1. Ensuring that meeting agendas are properly constituted, including committee reports and any motions to be considered;
2. Ensuring that votes are conducted according to properly accepted rules of order;
3. Ensuring that minutes are properly taken during DC meetings. If a staff member is assigned to taking minutes, the secretary shall review the minutes for content and consistency of form;
4. Ensuring that DC meeting minutes are distributed and filed according to Senate policy;
5. Communicating with members of DC on all issues.

h. Elections:
(1) Student representatives shall be elected by students for each academic year and not later than fourteen (14) days after classes commence in the Fall semester.

(2) The DC Officers shall be elected by simple majority vote of the DC members at a duly constituted Council meeting which, in each academic year, shall be called between the fifteenth (15th) day of the Fall semester and the thirtieth (30th) day of September.

i. Quorum shall not be less than fifty percent of members, where a majority of those present are faculty members.
(1) Any Council member who is not able to attend a meeting on Council may, for that meeting, delegate in writing their right to vote to any other member of the Council.

(2) If there is no quorum, DC members may choose to meet in an open forum, though no binding decisions may be made.

j. Committees:

    Each committee of the Council should be guided by DC's roles and responsibilities and shall be chaired by a member of Council, who shall co-opt additional Committee members who may or may not be members of Council, provided only that on each Committee there shall be a majority of Council members.

    The Chair of each committee shall ensure the proper functioning and timely meetings of the committee, as well as the reporting of committee work to DC.

    The following Standing Committees shall be established:

(1)   Bachelor of Architectural Science Curriculum Committee. The undergraduate curriculum committee shall review, analyse and make recommendations to DC on issues concerning undergraduate curriculum.

(2)   Any other standing committees that DC may establish

k. Sub-committees:

    The DC may establish sub-committees as deemed necessary and, if appropriate, should reflect approval mechanisms external to the Department where a parallel committee would be advantageous (e.g., curriculum). Sub-committees may recommend items to the DC for approval on matters specific to the Department, or to the Dean on matters affecting the Faculty, and those requiring Senate approval.

l. Amendment:

    Amendment of these by-laws shall require the passing of amending by-law with a vote of support by at least two-thirds (2/3) of the voting members of the Council.

BYLAWS   Department of Economics

BYLAWS

Approved by the Department Council
02 Oct 2000

Revised by the Department Council
27 Oct 2010

Approved by Senate
07 Dec 2010

Revised by the Department Council
24 Sep 2013

Approved by Senate
dd mmm 2013

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1. Departmental Council

1.1   Mandate
Students, faculty, and staff are partners in the functioning of the Department of Economics (hereafter Department). The Departmental Council (hereafter Council) is the principal mechanism for bringing together these constituencies to identify, discuss, and resolve matters of mutual concern. The specific mandate of the Council is:

1.1.1   To develop and recommend policies relevant to the Department within the context of general University policies.

1.1.2   To contribute actively to the operation and long-term planning of the Department through the creation of committees, working groups and other mechanisms as deemed appropriate.

1.1.3   To provide an arena for debate, discussion, and the dissemination of information on matters pertinent to the Department.

1.2   Authority of Council
In keeping with Ryerson's constitutional provisions for Departmental/School Councils, the authority of Council is set out as follows:

1.2.1   The Council may initiate policy recommendations on any matter pertaining to the operation of the Department. If such policies have significance and effect only within the Department, approval by Council, and by the Chair of the Department and Dean of the Faculty of Arts, will provide authority for action. Such action will be reported by the Dean of the Faculty of Arts to Senate for its information.

1.2.2   If such policies have extra-Departmental ramifications, they shall be transmitted to the Dean of the Faculty of Arts for discussion with the Committee of Chairs. If there are no ramifications beyond the Faculty, the matter may be settled there with the approval of the Dean of the Faculty of Arts, and shall be reported to Senate by the Dean of the Faculty of Arts for its information. If there are broader ramifications, the recommendation shall be brought to Senate for action.

1.2.3   In the event of a disagreement between Council and the Dean of the Faculty of Arts, or between Council and the Chair of the Department and the Dean of the Faculty of Arts, the disagreement will be referred by the disputants to the Vice-President, Academic. In the event of continuing disagreements, the matter shall be reported to the President for action. Should such a matter have bearing on the academic policy of the University as a whole, the matter shall be reported to Senate upon its resolution.

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1.2.4   Without prejudice to the above protocols, the authority of Council embraces two additional principles:

   1.2.4.1   The Council will not enter into debate or take action on any matter that would jeopardize customary expectations of confidentiality in respect to students, faculty, or staff, or on matters of an explicitly contractual nature.

   1.2.4.2   The Council does not have the authority to override decisions made by Departmental committees that do not formally report to it. Council does, however, have the authority to discuss such decisions and to provide advice, save in cases precluded by considerations of confidentiality and/or contractual requirements, as specified above. The determination of such restrictions is the responsibility of the Chair of the Department.

1.3   Membership

Membership on Departmental Council comprises the following:

1.3.1   All RFA members of the Department.
1.3.2   All full-time CUPE instructors in the Department.
1.3.3   The Departmental Administrator, the Undergraduate Program Administrator, the Internship and Placement Coordinator and the Graduate Program Administrator. These are non-voting members of Council.
1.3.4   One student to be elected from and by students of each year of the BA in International Economics and Finance (ICON) program. These are non-voting members of Council.
1.3.5   One student to be elected from and by students of each of the last three years the BComm in Economics and Management Science Major (EMS) program. These are non-voting members of Council.

The total number of students shall not exceed one-half of the total RFA and full-time CUPE membership. All meetings of the Council are open for anyone to attend.

1.4.   Chair of Council

The Chair of Council will be elected by Council members from the RFA and full-time CUPE membership, normally at the September meeting of Council. The Chair of the Department or his/her designate shall convene the meeting.

1.4.1.   The Chair of Council is responsible for:

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      1.4.1.1. Calling and conducting meetings.

      1.4.1.2. Setting agendas.

      1.4.1.3. Maintaining a written record of Council decisions, actions, and recommendations, and ensuring that a copy of these records is filed with the Departmental Administrator.

      1.4.1.4. Monitoring follow-up to Council actions.

1.4.2. The Chair of the Department and Chair of Council are ex-officio members of all Council committees and sub-committees.

1.4.3. The Chair of Council may request another council member to act in his or her stead on an interim basis.

1.4.4. There is no limit on the number of terms that may be served by a Chair of Council, provided that an election is duly held each year.

1.5.   Council Procedures

1.5.1. Meetings will normally be held twice a year. There will in any event be no fewer than two meetings per year. Additional meetings may be held at the call of the Chair of Council or at the request of Council members.

1.5.2. Notices of meetings will normally be distributed at least three days in advance.

1.5.3. A quorum is 50% of Council's full membership.

1.5.4. Voting matters are normally decided by a simple majority of voting members present at a meeting. Decisions may be taken outside meetings through ballots distributed electronically or in physical form to all members.

1.5.5. A decision to amend Council Bylaws requires a two-thirds majority of voting members present at a meeting, and can be taken only after written notice has been provided to all members at least three days in advance of the meeting. There is no proxy voting, and Council members must be in attendance at a Council meeting to vote.

1.6.   Committee Structure, Mandates, and Composition

1.6.1. The standing committees of the Council are as follows:
      1.6.1.1. Administrative Committee

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1.6.1.2. SRC Committee
1.6.1.3. Undergraduate Program Committee
1.6.1.4. Student Affairs Committee

1.6.2. All aspects of Graduate Programs will be dealt with by the Graduate Program Council.

1.6.3. Additional committees, coordinator, and working groups can be established at any time with the approval of the Council.

1.6.4. Membership of all committees and sub-committees is on a volunteer basis and is approved by Council.

1.6.5. The term of office of members of the any committee or sub-committee in September of each year is one year, beginning on September 1st and ending on August 31st.

1.6.6. **The Administrative Committee**
1.6.6.1. Mandate: The Administrative Committee considers and advises the Chair of the Department on all aspects of computing resources, works on external liaison, advises on the allocation of the travel budget within the Department, liaises with library staff, and monitors space and physical resources.

1.6.6.2. Composition: All members of the IT/Website¸ External Liaison, Travel and Alumni sub-committees whose primary appointment is to the Department in September. The Departmental Administrator, the Undergraduate Program Administrator, the Internship and Placement Coordinator and the Graduate Program Administrator are ex-officio non-voting members of the Administrative Committee.

1.6.6.3. There is no limit on the number of terms that may be served by a member of the Administrative Committee, provided that the member is re-elected every year.

1.6.6.4. At the first Council meeting, the Chair of the Department will ask for at least two of its members to volunteer to sit on the IT/Website sub-committee who will advise on all aspects of computing resources and maintain our Departmental website.

1.6.6.5. At the first Council meeting the Chair of the Department will ask for at least one of its members to volunteer to sit on the External Liaison sub-committee who will advise on all aspects of external liaison. Recognizing the Chair of the Department as the official representative of the Department in external matters, the External Liaison sub-committee will work with the Chair in both a support

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role and a planning and strategic advisory role to promote the interests of the Department in the external arena.

1.6.6.6.   At the first Council meeting the Chair of the Department will ask for at least two of its members to volunteer to sit on the Travel sub-committee who advise on the allocation of the travel budget within the Department. The Travel sub-committee will recommend to the Department any reviews and/or revisions to the department's travel policy and allocate the travel funds among applicants.

1.6.6.7.   At the first Council meeting the Chair of the Department will ask for at least one of its members to volunteer to sit on the Alumni sub-committee who will monitor the Ryerson University Department of Economics Alumni Association and maintain a database where the Department's graduates obtain employment.

1.6.7.   **The SRC Committee**

1.6.7.1.   Mandate: The SRC Committee considers and advises the Chair of the Department on all aspects of the Department's scholarly and research activity. The SRC Committee will organize the Departmental seminars and monitor the Departmental working paper series.

1.6.7.2.   Composition: At least 3 members of faculty whose primary appointment is to the Department of Economics in September.

1.6.7.3.   There is no limit on the number of terms that may be served by a member of the SRC Committee, provided that the member is re-elected every year

1.6.8.   **The Undergraduate Program Committee**

1.6.8.1.   Mandate: The Undergraduate Program Committee exists to provide support for the Undergraduate Program Director who is appointed by the Vice Provost, Faculty Affairs upon recommendations of the Dean of the Faculty of Arts and of the Chair of the Department. The Undergraduate Program Committee considers and advises the Undergraduate Program Director on all aspects of undergraduate curriculum.

1.6.8.2.   Composition: Any faculty member teaching an undergraduate course in the academic year and whose primary appointment is to the Department of Economics in September is an ex-officio member of the Undergraduate Program Committee. The Chang School's Academic Coordinator for Economics is also an ex-officio voting member of the Undergraduate Program Committee. The Undergraduate Program Administrator and Internship and

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Placement Coordinator are ex-officio non-voting members of the Undergraduate Program Committee.

1.6.8.3. There is no limit on the number of terms that may be served by a member of the Undergraduate Program Committee, provided that the member is re-elected every year.

1.6.8.4. The Undergraduate Program Committee will:
- monitor the program curriculum on an ongoing basis to determine whether it satisfies the program objectives;
- recommend to Council any reviews and/or revisions that it may deem necessary; to co-ordinate such reviews and revisions; and in respect to proposed revisions, assist the Chair of the Department to deal with the University's approvals process;
- work with the Undergraduate Program Director and Chair of the Department to co-ordinate the Department's response to Ryerson's periodic program review procedures, and;
- respond to queries, requests, or proposals from any constituency within the Department or the University when these bear upon program curriculum.

1.6.8.5. EMS curriculum sub-committee. There shall be one sub-committee composed of the Undergraduate Program Director and at least one other Undergraduate Program Committee member that will oversee the EMS program. This sub-committee will liaise with the Ted Roger's School of Management to ensure the curricular integrity, currency, and relevance of the EMS major. Specifically, the EMS curriculum sub-committee will:
- monitor the EMS program curriculum on an ongoing basis to determine whether it satisfies the major objectives;
- recommend to Council and the Ted Roger's School of Management any reviews and/or revisions that it may deem necessary; to co-ordinate such reviews and revisions; and, in respect to proposed revisions, to assist the Undergraduate Program Director, Chair of the Department and the Director of the Ted Roger's School of Management to deal with the University's approval processes;
- work with the Undergraduate Program Director and Chair of the Department to co-ordinate any response to Ryerson's periodic program review procedures and;
- respond to queries, requests, or proposals from any constituency within the Department, the School of Business Management or the University when these bear upon program curriculum.

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1.6.8.6. Continuing Education curriculum sub-committee. There shall be one sub-committee, composed of the Undergraduate Program Director, the Chang School Coordinator for economics and at least one other Undergraduate Program Committee member that will oversee the continuing education certificate courses and programs. Specifically, the Continuing Education curriculum sub-committee will:
- monitor the continuing education certificate courses and programs to determine whether they meet the objectives of the Department;
- recommend to Council if any reviews and/or revisions that it may deem necessary, co-ordinate such reviews and revisions, and assist the Undergraduate Program Director and Chair of Department of Economics to deal with the University's approvals processes and;
- respond to queries, requests, or proposals from any constituency within the Department or University when these bear upon our service courses and teaching.

1.6.8.7. ICON curriculum sub-committee. There shall be one sub-committee composed of the Undergraduate Program Director and at least one other Undergraduate Program Committee member that will oversee the ICON curriculum. The sub-committee will also oversee professionally-related Economics courses, liberal studies courses, the Economics minor, and the Economics major. Specifically, the ICON curriculum sub-committee will:
- monitor the Department's liberal studies and professionally related course offerings, as well as the Economics minor and Economics major to determine whether they meet the objectives of the Department;
- recommend to Council if any reviews and/or revisions of the curriculum that it may deem necessary, co-ordinate such reviews and revisions, and assist the Undergraduate Program Director and Chair of Department of Economics to deal with the University's approvals processes and;
- respond to queries, requests, or proposals from any constituency within the Department or University when these bear upon the department's service courses and teaching.

1.6.9. **The Student Affairs Committee**
1.6.9.1. Composition: The Chair of the Department, the Graduate Program Director, the Undergraduate Program Director and all student members of Council and Graduate Program Council.

1.6.9.2. Mandate: The Student Affairs Committee will be the main forum where

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students can raise any issues regarding any of our courses or programs. The committee can make recommendations to Council and/or the Graduate Program Council.

Department of Physics
Ryerson University

Bylaws

of the

Department of Physics Department Council (DC)

Amended and approved by the Physics Department Council on November 14, 2013

Definitions:

Committee: a standing or ad hoc committee of the Department/School Council (D/SC).

Council: the Departmental/School Council (D/SC) of the Department of Physics which shall also discharge the duties of the Undergraduate Program Council.

Department: the Department of Physics.

Department members: faculty members, administrative and technical support staff, sessional and part-time instructors, post-doctoral fellows, undergraduate and graduate students registered in a program offered by the Department of Physics.

Postdoctoral Fellows: postdoctoral fellows working under the supervision of a faculty member in the Department of Physics.

Program: an undergraduate degree, specialisation, minor, diploma, or certificate program offered by the Department of Physics.

Sessional instructors: all non-RFA, sessional, and part-time instructors hired by the Department of Physics.

Staff: full-time administrative assistants and technical support staff at the Department of Physics.

Undergraduate course union: the undergraduate student association mandated by the Ryerson Student Union (RSU) to represent the undergraduate students registered in any undergraduate degree program of the Department of Physics.

Undergraduate students: students registered in an undergraduate program offered by the Department of Physics.

Article I.   Introduction

Since the Department currently offers a single undergraduate degree program, a Bachelor of Science in Medical Physics, it was decided by the Department, as permitted by Senate Policy #45, that the Department Council would also serve as and discharge the duties of the Department's Undergraduate Program Council (UPC) for the Department's sole undergraduate program.

Article II.   Membership

Section II.1.   Council officers

II1.a) Requirements

Only faculty members can be Council officers. Additionally, in order to occupy the positions of Council Chair and Council Secretary, a faculty member must possess a thorough knowledge of the bylaws and of Robert's Rules of Order.

II.1.b) Council Chair

The Council Chair shall:

II.1.b.i) call the meetings of Council;

II.1.b.ii) be responsible for provision of written notice of Council meetings and distribution of the agenda one week prior to meetings;

II.1.b.iii) preside over all meetings of Council, enforce the bylaws and rules of order, and monitor the activities of the committees of Council;

II.1.b.iv) communicate and report on the actions of Council; and

II.1.b.v) appoint an acting Council Chair to discharge the duties of Council Chair should the Council Chair be unavailable.

II.1.c) Council Secretary

The Council Secretary shall:

II.1.c.i) maintain soft and hard master copies of the bylaws, policies and procedures, revise them as the Council approves changes, and ensure that the master copies are passed on to the succeeding Council Secretary in a timely manner;

II.1.c.ii) attend all Council meetings and record all facts and minutes of all proceedings of the meetings (if necessary, the Council Secretary may request the assistance of a recording secretary);

II.1.c.iii) compile and distribute the minutes of the meetings, together with the agenda, before the next meeting;

II.1.c.iv) call for nominations and preside over Council and committee elections, including that of the Council Chair, and ensure that elections are carried out in a timely manner;

II.1.c.v) liaise with the undergraduate course union regarding the election of their Council and committee members; and

II.1.c.vi) assist the Council Chair in any Council matter, as requested by the Council Chair.

Section II.2.   Council members

The voting members of Council comprise

II.2.a) all faculty members of the Department, including the Council Chair and Council Secretary, but excluding those who have chosen to suspend their membership while on prolonged leave

(see II.4) and those currently occupying administrative positions above the position of Department Chair; and

      II.2.b) undergraduate students in a ratio of one (1) undergraduate student to four (4) active faculty members.

      II.2.c) One member of staff, elected by and from the staff at the Department of Physics.

      II.2. d) One member of the postdoctoral fellows elected by and from the postdoctoral fellows

Section II.3.   Council guests

The Department Council and/or the Council Chair can invite anyone to join any specific Council meeting to address specific items on the agenda or to provide information required by Council. Additionally, any Department Member can also request an invitation from the Council Chair to join a Council meeting to present an issue or suggestion for Council to consider. Furthermore, all staff and graduate student representatives on the Graduate Program Council of the Department of Physics have a standing invitation to attend Department Council meetings.

Section II.4.   Membership of faculty members on prolonged leave

Membership of faculty members on Council and its committees during a prolonged leave (e.g., sabbatical or medical leave of one semester or more) will automatically be suspended and they will not be allowed to vote for the duration of their leave. This effectively reduces the total number of faculty members on Council which will affect calculations of quorum (see IV.2) and can affect the number of undergraduate students which can be members of Council (see II.2.b).

Faculty members can choose to remain active participants and voting members of the Council and/or of its committees during their leave. In order to do so, they must notify the Council Chair of their decision as soon as possible, and preferably prior to the first Council meeting of the semester. Faculty members who choose to retain their membership can do so on a per-Council/committee basis and must clearly indicate to the Council Chair which membership(s) they wish to retain. They will be expected to attend all meetings of the Council/committees for which they have retained membership and will be counted towards the total number of faculty members at meetings of these committees.

<u>Article III.   Selection of Council and committee members</u>

Section III.1. Selection of Council officers

The Council Chair and Council Secretary will hold their position for two years, but in alternating years. In the last regular Council meeting of the winter semester, nomination for the position to be renewed will be solicited by the Council Chair if the position to be filled is that of the Council Secretary or by the Council Secretary if the position to be filled is that of the Council Chair. At that Council meeting, a secret vote will take place and the selected candidate will be announced within the same Council meeting.

Section III.2. Selection of faculty members on committees

All faculty members are permanent members of Council. On Council committees, faculty members will hold their position for two years. In the last regular Faculty Member Standing Committee (see VII.1) meeting of the winter semester, nominations for all positions to be filled will be solicited by the Department Chair, a secret vote will take place and the selected candidates will be announced within the same meeting.

Section III.3. Selection of undergraduate students

Undergraduate student members of Council and of its committees will hold their position for one year. The Council Secretary will inform the undergraduate course union leadership of the need to conduct their elections in a timely manner to ensure undergraduate student representatives are selected prior to the first regular Council meeting of the Fall semester. It is the responsibility of the undergraduate course union to conduct these elections and report their outcome to the Council Secretary. It is the responsibility of the Council Secretary to report the undergraduate student membership to Council.

Article IV.   Decision making

Section IV.1. Voting

Decisions of the Council and of its committees (except for modifications of the bylaws as specified in Article VIII) will be made by a simple majority of the voting members (including proxies), unless the voting members decide, by a simple majority, to increase the threshold.

Section IV.2. Quorum

Council members are expected to attend all Council meetings, and to inform the Council Chair of their regrets in case of a scheduling conflict. The Council shall be considered to have quorum when at least 50% of Council members are present in person, are attending by other means (e.g., telephone, audio and/or video chat) or have provided a proxy as per IV.3.

Section IV.3. Proxies

Every Council member may, by means of a written proxy, appoint a Council member to attend and act at any Council meeting to the extent and with the power conferred by the proxy. It is the responsibility of the Council member to provide the Council Chair and the proxy delegate with the written proxy at least one hour prior to the meeting.

Article V.   Reporting structure

The Council Chair will be responsible for reporting departmental changes to the appropriate structure as mandated by the nature of the change and by the associated Senate Policies.
The Undergraduate Program Director will be responsible for reporting all reportable changes to the courses or curricula offered by the Department to the appropriate structure, as mandated by the nature of the change and by the associated Senate Policies.
The respective Chairs of all committees of the Council will report to the Council for approval of all changes, with the exception of the Faculty Members Standing Committee whose decisions and changes shall be reported, when appropriate, by the Department Chair using whichever structure is mandated by the nature of the change.

Article VI.   Meetings of Council

Section VI.1. Regular Council meetings

The Department Council shall meet at least once per academic term. The meetings will normally be scheduled on a Thursday, 12:10pm-2:00 pm. Under normal circumstances, written notice of the Council meeting shall be given at least one week prior to the meeting and agenda shall be distributed at least two business days prior to the meeting. All reports to be presented at the Council should be

submitted to the Council Chair at least five (5) business days in advance for inclusion in the agenda.

The agenda will include:
>   Approval of the minutes of the previous meeting of the Council
>   Business arising out of the minutes
>   Urgent business
>   Report of the Department Chair
>   Report of the Undergraduate Program Director
>   Report of the Co-op Faculty Advisor
>   Report of each standing committee Chair
>   Other reports (e.g., undergraduate student representative, other department member group)
>   Notices and announcements
>   New business

Section VI.2. Special and/or urgent Council meeting

A special and/or urgent meeting of Council shall be held following a written request to the Council Chair made either by the Department Chair or by at least 20% of the Council membership. The meeting shall occur no less than three (3) business days and no more than fourteen (14) days after the Council Chair receives the request.

Article VII.   Committees of Council

Recommendations of any committee shall be approved by the Council before being transmitted or implemented. Standing committees shall meet as required. A committee may request that the Council Chair call a meeting of the Council to report on the work and recommendations of the committee.

Voting committee members are expected to attend all committee meetings, and to inform the committee Chair of their regrets in case of a scheduling conflict. A committee member may appoint a proxy delegate to act in his/her stead at a committee meeting.

Section VII.1. Faculty Members Standing Committee

VII.1.a) Openness
>   Attendance is limited to faculty members only, but can be broadened on a per-meeting basis by invitation extended by the Department Chair.

VII.1.b) Committee Chair
>   The Department Chair.

VII.1.c) Voting members
>   All faculty members.

VII.1.d) Mandate
>   VII.1.d.i) Discuss and take decisions on all issues which regard faculty members only, such as, but not limited to, tenure guidelines, faculty member hiring strategies, workload concerns;
>   VII.1.d.ii) discuss contentious or more elaborate items of importance to the Department or to the undergraduate program and reach a decision via simple majority vote from amongst faculty members only ahead of presenting it for vote to Council; and
>   VII.1.d.iii) advise the Department Chair between meetings of the Council.

VII.1.e) Meetings

The meetings will normally be scheduled on a Thursday, 12:10pm-2:00pm. Under normal circumstances, written notice of the date and time of a Faculty Members Standing Committee meeting shall be given at least one (1) week prior to the meeting and the agenda shall be distributed at least two (2) business days prior to the meeting. All reports to be presented at the meeting should be submitted to the Department Chair at least five (5) business days in advance for inclusion in the agenda.

Section VII.2. Undergraduate Affairs Standing Committee

VII.2.a) Openness

Opened to all voting Council members, but can be broadened on a per-meeting basis by invitation extended by the Undergraduate Program Director.

VII.2.b) Committee Chair

The Undergraduate Program Director.

VII.2.c) Voting members

VII.2.c.i) The Undergraduate Program Director;
VII.2.c.ii) three (3) additional faculty members; and
VII.2.c.iii) two (2) undergraduate students who need not be Council members.

VII.2.d) Mandate

VII.2.d.i) Make recommendations to Council on all academic issues regarding the undergraduate programs, including course revision and delivery, as well as co-op and internship;
VII.2.d.ii) liaise with other departments whose students receive service courses from the Department, and to make recommendations to Council regarding those courses;
VII.2.d.iii) determine the resources required to support any proposed new undergraduate course or program, and seek Council approval for the proposed undergraduate program or course; and

VII.2.e) Meetings

The meetings will normally be scheduled on a Thursday, 12:10pm-2:00pm. Under normal circumstances, written notice of the date and time of an Undergraduate Affairs Standing Committee meeting shall be given to members of Council and of this committee at least one (1) week prior to the meeting and the agenda shall be distributed at least two (2) business days prior to the meeting. All reports to be presented at the meeting should be submitted to the Undergraduate Program Director at least five (5) business days in advance for inclusion in the agenda.

Section VII.3. Undergraduate Scholarships and Awards Standing Committee

VII.3.a) Openness

Attendance is restricted to its voting members only.

VII.3.b) Committee Chair

To be chosen from amongst and by the voting members of the committee at the first meeting of every academic year.

VII.3.c) Voting members

Three (3) faculty members.

VII.3.d) Mandate

VII.3.d.i) review and rank all relevant undergraduate scholarship and award applications;

VII.3.d.ii) liaise with the University Advancement Office; and

VII.3.d.iii) report on their activities at each Council meeting.

Section VII.4. Undergraduate Advertisement and Outreach Standing Committee

VII.4.a) Openness

Opened to all Department members.

VII.4.b) Committee Chair

To be chosen from amongst the faculty members of this committee by all voting members of the committee at the first meeting of every academic year.

VII.4.c) Voting members

VII.4.c.i) Two (2) faculty members;

VII.4.c.ii) one (1) undergraduate student who need not be a Council member; and

VII.4.c.iii) two (2) technical support staff members.

VII.4.d) Mandate

VII.4.d.i) Organize outreach activities including open houses, presentations in fairs and undergraduate conferences;

VII.4.d.ii) design and order advertising materials including brochures, banners and other promotional materials;

VII.4.d.iii) liaise with the Undergraduate Program Director regarding brochures and other promotional materials related to the undergraduate program; and

VII.4.d.iv) report on its activities at each Council meeting.

VII.4.e) Meetings

Under normal circumstances, written notice of the date and time of an Undergraduate Advertisement and Outreach Standing Committee meeting shall be given to all Council members at least one (1) week prior to the meeting and the agenda shall be distributed at least two (2) business days prior to the meeting. All reports to be presented at the meeting should be submitted to the Committee Chair at least five (5) business days in advance for inclusion in the agenda.

Section VII.5. Ad hoc committees of Council

Ad hoc committees may be established by Council from time to time to investigate, report and/or make recommendations on specific issues, such as revision of the bylaws. When possible and appropriate, membership composition of committees should reflect the membership proportions of Council as a whole.

Article VIII.   Amendments to the bylaws

Amendments to these bylaws require a two-thirds majority of the Council. Written notice of proposed amendments must be sent at least one week prior to the meeting. Amendments must be ratified by the Senate.

Ted Rogers School of Management
Faculty Council Bylaws

1.   Definition of Terms

1.1   **Senate Policy:** Ryerson University Senate Policy.

1.2   **Faculty Council:** Formal Faculty Council, as defined by Senate Policy.

1.3   **Member**: Voting member of the Faculty Council.

1.4   **Faculty/School:** The Ted Rogers School of Management (TRSM).

1.5   **Department/School:** an academic unit in TRSM with its own Chair or Director. These include:

- Department of Accounting (School of Accounting and Finance)
- Department of Finance (School of Accounting and Finance)
- Department of Entrepreneurship and Strategy (School of Business Management)
- Department of Global Management Studies (School of Business Management)
- Department of Human Resources Management (School of Business Management)
- Department of Law and Business (School of Business Management)
- Department of Marketing Management (School of Business Management)
- Department of Real Estate Management (School of Business Management)
- School of Health Services Management
- Ted Rogers School of Hospitality and Tourism Management
- Ted Rogers School of Information Technology Management
- Ted Rogers School of Retail Management

1.6   **Undergraduate Program Councils (UPCs)**: Councils defined by Senate Policy 45. The TRSM UPCs are councils of the:

- School of Accounting and Finance
- Ted Rogers School of Business Management

1.7   **Secretary**: The elected Chair/Secretary of Faculty Council

1.8   **Dean:** Dean of TRSM

1.9   **Graduate Program Council (GPC)**: the TRSM GPC as defined by Senate Policy 45. (Not formally constituted at this time)

1.10   **Faculty Member:** member or associate member of the Ryerson Faculty Association (RFA), appointed or cross-appointed to TRSM.

1.11   **Instructor:** Limited Contract (Temporary) Instructors who are members of the CUPE 3904 Unit 1 or Unit 2 bargaining units who teach TRSM courses during the current academic year.

1.12   **Undergraduate/Graduate Student:** individual currently registered full-time or part-time in a TRSM undergraduate/graduate program leading to an undergraduate/graduate degree.

1.13   **Staff**: current full-time contract or career employees of TRSM who are members of OPSEU or MAC

2.   Mandate

The role and responsibilities of the Faculty Council shall be as follows:

2.1   Make recommendations to the Senate, the Dean and other appropriate bodies on the Academic Plan and academic policies affecting the Faculty.

2.2   Review and approve UPC, GPC, and Department/School proposals requiring the Dean's approval.

2.3   Review periodic reports submitted by each of the Standing Committees established under these bylaws and make recommendations to the Dean on matters arising from these reports.

2.4   Make recommendations on matters identified as significant by the Faculty Council and/or Dean.

3.   Membership

3.1   **Secretary**: A tenured faculty member, excluding the Dean, elected by the membership at the first meeting of an academic year for a two-year term. The Secretary conducts (chairs) meetings, preserves order and decorum, and interprets the Rules of Order. The Secretary is impartial and may not take part in the debate nor vote.

3.2   **Dean**: the Dean is a non-voting member of Faculty Council.

3.3   **Voting Membership**: The following are voting members of Faculty Council:

   3.3.1   **Full time Faculty Membership:** All faculty members are voting members of the Faculty Council.

   3.3.2   **Instructor Membership:** 3 members selected annually from CUPE Unit 1 or CUPE Unit 2 instructors.

   3.3.3   **Student Membership:**
   - One undergraduate student from each Department/School elected annually by undergraduate students.
   - One undergraduate student from the Economics and Management Science Major (a joint TRSM/Faculty of Arts program).
   - Two graduate students elected annually by graduate students.

   3.3.4   **Staff Membership elected annually by the respective groups:**
   - 2 members from MAC
   - 5 members of OPSEU

3.4   **Ex Officio Membership:** The following are non-voting members of the Faculty Council:
   - Ryerson University President
   - Provost and Vice-President Academic
   - Vice President Research and Innovation
     Vice-Provost Faculty Affairs
   - Secretary of Ryerson University Senate
   - Chair of the Department of Economics

- President of the Ryerson Faculty Association
- President of CUPE Local 3904
- TRSM Librarian
- Dean of the Chang School of Continuing Education
- TRSM Alumni Association Representatives

    3.5   **Recording Secretary:** Appointed by the Dean.

4.   Meetings and Procedures

    4.1   **Regular Meetings:** Meetings will be held at least four times in an academic year. The Secretary shall announce the dates for the year's meetings no later than August 1st taking into consideration applicable academic deadlines.

    4.2   **Special Meetings:** A special meeting of the Faculty Council can be called by:

- the Dean; or
- by written request to the Secretary by any voting member supported by at least 20 other voting members of Council. Upon receipt of such a request, a meeting shall be scheduled to be held within 10 days.

    4.3   **Meeting Agenda:**

- The agenda for meetings will be circulated to Members by the Secretary at least 5 days prior to the meeting. The Secretary will set the agenda, in consultation with the Dean, TRSM Administration and the Standing Committees.
- A Faculty Council Member may propose an item for inclusion on a meeting agenda. The proposed item must be forwarded to the Secretary at least 14 days before a scheduled meeting if it is to be considered for inclusion on the agenda.
- The notice of meeting may identify items to be dealt with by consent. A consent agenda item is deemed to be approved unless, prior to the commencement of a meeting, one or more Members advise the Secretary of a request to debate it.
- The Dean will be given the opportunity to inform/update the Faculty Council of current news, events, and initiatives prior to the consideration of new businesses and motions.

    4.4   Meetings will be conducted under the provisions of Bourinot's Rules of Order.

    4.5   Faculty Council meetings shall be open unless a motion to conduct part of any meeting in camera is approved by a majority of Members present and voting.

    4.6   A quorum of all meetings shall consist of one quarter of voting members, at least one half of which must be Faculty.

    4.7   Recommendations approved by the Faculty Council are forwarded to the Dean or other appropriate individuals or bodies.

        4.7.1   Recommendations that require Senate approval are forwarded by the Dean to the Senate.

- Department/School Council and UPC recommendations requiring Academic Standards Committee approval are forwarded to the Senate via the Academic Standards Committee.

- GPC Recommendations requiring the approval of the Dean, Yeates School of Graduate Studies (YSGS), are forwarded to the Senate via the Yeates School of Graduate Studies Council.

4.7.2   Where the Dean submits a recommendation to Senate upon which the Faculty Council and Dean have disagreed, the Faculty Council motion and vote count will be presented to Senate by the Secretary.

4.7.3   In the event of a disagreement, between the Dean and Faculty Council, on a recommendation decision that does not require Senate approval the parties shall:

- Attempt an amicable resolution which may include the withdrawal, postponement, amendment, or further study of the disputed motion through committee.
- If the parties cannot resolve the matter amicably, the Provost will recommend a dispute resolution mechanism in consultation with the Secretary.

5.   Committees

Committees shall review, develop and make recommendations to the Faculty Council on matters related to their respective mandates.

5.1 Standing Committees

5.1.1.   Faculty Council shall have five (5) standing committees with composition and terms of reference and by-laws approved by Faculty Council. They are:
- Undergraduate Curriculum Committee;
- TRSM Research Committee;
- Continuing Education Committee;
- Student Success Committee;
- Faculty Council Governance Committee (FCGC);

5.1.2.   Faculty Council, through the FCGC, shall establish and periodically review the terms of reference and composition of standing committees. The FCGC may make recommendations to Faculty Council regarding the establishment or dissolution of standing committees.

5.1.3   Any standing committee may recommend to Faculty Council –via the FCGC, changes to its terms of reference and composition.

5.1.4   The FCGC shall review Faculty Council By-laws annually and report/recommend proposed changes to Council. The FCGC will facilitate alignment of Council, Senate, Department/School, and UPC by-laws.

5.1.5   Standing committees must submit a written report to Faculty Council on their activities once every academic year

5.2 Ad Hoc Committees

    5.2.1.   An ad hoc committee may be formed for a limited term by a Faculty Council resolution. Members need not be members of council. Unless reconstituted by council, the committee is dissolved upon presentation of its report. The motion to establish an ad hoc committee must include the terms of reference of the committee, and may include:

- the proposed number of members on the committee;
- details of proposed distribution of members, if any;
- names of proposed members of the committee, if any; and
- the committee report date.

    5.2.2.   Terms of reference not specified by a Faculty Council motion will be established by the Secretary of Faculty Council, in consultation with the FCGC.

    5.2.3.   The Secretary of Council shall have the authority to form an Ad Hoc committee, as needed, between scheduled council meetings.

6.   Bylaw Changes

6.1   Proposed changes to Faculty Council by-laws shall be submitted in writing to the Secretary and the FCGC at least 14 days before a scheduled Meeting.

6.2   Faculty Council bylaw changes require two-thirds of quorum support in a Faculty Council Meeting.

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Yeates SCHOOL OF
GRADUATE STUDIES

Graduate Program Executive-Council Bylaws
Joint MA and PhD Programs in Communication and Culture at
Ryerson University and York University

Approved by Ryerson YSGS Council
17/04/2014
Approved by York FGS Council
dd/mm/yyyy

Approved by Dean, Ryerson YSGS
17/04/2014
Approved by Dean, York FGS
dd/mm/yyyy

Approved by Ryerson Senate
dd/mm/yyyy
Approved by York Senate
dd/mm/yyyy

0.　Pre-Amble on the Joint Character of the Document

The following document is composed to simultaneously and jointly address the dual academic governance structures applicable to the Joint Program in Communication and Culture at both Ryerson University and at York University. The document primarily re-states Graduate Program governance previously addressed through the Memorandum of Understanding on the Administration of the Joint MA/PhD Program between Ryerson University and York University, which was revised in 2012 for the period 2010-2016.

While no section of the document directly contradicts the Memorandum of Understanding, the following document supersedes the vocabulary and phrasing of the Memorandum for the purposes of internal governance.

As a result, where the dual internal governance structures are similar with respect to the Joint Program, the following document employs a hybrid set of definitions devised to jointly apply to the distinct and separate bodies at each University.

The occasion precipitating the writing of this document is the 2013 institution at Ryerson of Policy 45, formally stipulating the constitution of Graduate Program Councils and Bylaws for the administration of Graduate Studies. Previously, the Joint Program had tended to use existing nomenclature specific to York University, whereas this document clarifies commonality but distinct nomenclature where relevant, and divergent policy where applicable.

1.　Definitions, unless specifically noted otherwise:

University / Senate: Ryerson or York University and the Senate of each, insofar as each shares a similar governance relation to the Joint Program.

Graduate Studies: the Ryerson Yeates School of Graduate Studies or the York Faculty of Graduate Studies, insofar as each shares a similar governance relation to the Joint Program.

Dean: the Ryerson or York Dean of Graduate Studies, insofar as each shares a similar governance relation to the Joint Program.

Graduate Council: the Graduate Council of Graduate Studies at Ryerson YSGS or York FGS, insofar as each shares a similar governance relation to the Joint Program.

Graduate Program: the Joint Program, insofar as the Ryerson Program and the York Program maintain a jointly-determined curricular and policy structure.

Executive-Council: a single body jointly serving as the Program's Ryerson Graduate Program Council and the Program's York Graduate Program Executive.

Graduate Program Director: the Ryerson Director or the York Director, insofar as each maintains a similar role in each campus' governance relation to the Program.

Chair: Chair of Executive-Council, unless specifically noted otherwise; *at any time, Council-Executive meetings are chaired by one and only one of the Graduate Program Directors*, as stipulated in the Memorandum.

Faculty: a Full or Emeritus graduate faculty member affiliated to the Program at Ryerson, or a Full, Associate, or Emeritus graduate faculty member affiliated to the Program at York.

Student: a student registered in the Joint Program at either Ryerson or York, who is advised or supervised or co-supervised by a faculty member of the Joint Program.

2. Mandate

Students and faculty are partners in ensuring the successful functioning of graduate programs at the University. The Graduate Program Executive-Council is the principle mechanism for bringing together these two constituencies to identify, discuss and address matters relating to that Graduate Program. The specific mandate of the Executive-Council is:

2.1. To develop and recommend policies relevant to the Graduate Program within the context of general University policies, especially those of Graduate Studies.

2.2. To contribute actively to the operation and long-term planning of the Graduate Program and Graduate Studies through the creation of committees, working groups and other mechanisms as deemed appropriate.

2.3. To ensure the Graduate Program remains professionally and academically current and relevant by recommending changes to the current curriculum and methods of delivery, as well as procedures and standards for masters and doctoral requirements such as dissertations, theses, projects and comprehensive examinations.

2.4. To provide an arena for the debate, discussion, and dissemination of information on matters pertaining to the Graduate Program and Graduate Studies.

3. Authority

The Executive-Council will operate in the spirit of policy adopted by the Senates of Ryerson and York Universities, respectively, in particular, Ryerson Policy #45: *Constitutional Provisions for Department/School Councils*.

3.1. The Executive-Council is responsible for academic policy and procedure recommendations pertaining to graduate education and graduate offerings specific to this Graduate Program. The Executive-Council will collaborate in a transparent manner with related Department Councils, Chairs, affected Faculty Deans or designates, and the Deans and Councils of Graduate Studies and standing committees.

3.2. The Executive-Council may **approve** policy and procedures with significance and effect only in the Program. The Executive-Council must consult with the Graduate Program Director, affected Faculty Deans or designates, and the Dean of Graduate Studies before implementing any policy or procedure. The Dean of Graduate Studies shall ensure that all consultations have occurred before endorsing the implementation of any policy or procedure.

3.3. The Executive-Council may **recommend and communicate** policies and procedures with implications beyond the program. Affected Faculty Deans, and/or designates and/or the Dean of Record must endorse recommended policies and procedures before they are submitted to the Deans and Councils of Graduate Studies. Graduate Studies Council makes recommendations for approval to Senate.

3.4. The Executive-Council may report directly to Graduate Studies Council on issues specific to the respective program, and/or matters of general interest.

3.5. Input to committees:

    3.5.1. Executive-Council and committees will review all matters pertaining to their mandates on their own initiative.

    3.5.2. Executive-Council may also request that committees review any particular matter.

Without prejudice to any policy of the Senate, the authority of the Executive-Council will embrace these additional principles:

3.6. The Executive-Council will not enter into debate or take action on any matter that would violate any policy of Senate.

3.7. The Executive-Council will not enter into debate or take action on any matter that would violate the University's and/or statutory confidentiality requirements in respect to students, faculty or staff, or on matters of a contractual nature.

3.8. The Executive-Council will not enter into debate or take action on any matter that would violate the Memorandum of Understanding on the Administration of the Joint MA and PhD Programs in Communication and Culture between Ryerson University and York University.

3.9. The Executive-Council does not have the authority to override decisions made by other Department or School Committees that do not report to it. The Executive-Council does, however, have the authority to discuss such decisions and to provide advice, except in cases precluded by considerations of confidentiality and/or contractual requirements, as specified above. The determination of such restrictions is the responsibility of the Departmental Chair. The Executive-Council is advisory to the Department Chair on matters that are contractually the responsibility of the Chair.

3.10. In the event of a disagreement between the Executive-Council and the Dean of Graduate Studies, the disagreement will be referred by the disputants to the Vice-President, Academic. In the event of continuing disagreements, the matter shall be reported to the President for action.

4.   Executive-Council Membership

In accordance with University policy and respecting the established guidelines of the Joint Program Memorandum (2010-2016), Executive-Council Membership includes the following:

4.1. The two Graduate Program Directors (GPDs) from Ryerson and York.

4.2. Three faculty members from each of Ryerson and York who are teaching regularly in, supervising students of, or active in the administration of the graduate program.

Members will be elected by and from faculty by way of a fair and transparent method. Normally, the faculty members shall represent the diversity of the curricular Areas of Specialization, one from each University representing each of Media & Culture, Politics & Policy, and Technology in Practice.

4.3. Four Graduate Student representatives, two from each of Ryerson and York elected by and from graduate students in the Program. Normally, the Student members shall represent Masters and Doctoral students equally.

4.4. Up to three faculty from each of Ryerson and York will be non-voting Executive-Council members representing Faculties, Departments, and Schools that have direct and substantial involvement with the Program.

4.5. The Graduate Program Administrators from both Ryerson and York will be non-voting members of Executive-Council.

4.6. The term of voting Executive-Council membership will be 2 years for faculty, and 1 year for students. All members may stand for re-election.

5. Chair

5.1. In accordance with the stipulation of the Joint Program Memorandum (2010-2016), one of the two Graduate Program Directors from either Ryerson or York will chair the Executive-Council at any one time, on a rotating basis.

5.2. The Executive-Council Chair is responsible for conducting, or ensuring that the following are conducted:

5.2.1. Calling and conducting meetings, setting agendas, and confirming quorum.

5.2.2. Reviewing a written record of Executive-Council decisions, actions, and recommendations, and ensuring that a copy of these records is filed with both Graduate Program Administrators.

5.2.3. Monitoring follow up to Executive-Council actions.

5.2.4. Submitting relevant agenda items to applicable Graduate Studies committees or to the Graduate Studies Councils.

5.3. The Executive-Council Chair is an ex-officio member of all Executive-Council committees and sub-committees.

5.4. The Executive-Council Chair may request another member to act as Chair on an interim basis.

6. Executive-Council Procedures

6.1. Executive-Council will normally meet four times per year, at least once in each of the Fall and Winter semesters. Meetings will be scheduled to permit sufficient time for submissions to be made, for information or approval where applicable, to other committees and councils. Additional meetings may be held at the call of the Executive-Council Chair or at the request of Executive-Council members.

6.2. Notices of meetings will normally be distributed at least 5 days in advance.

6.3. Quorum is 50% of the Executive-Council's voting membership, and the majority of the voting members present must be faculty members.

6.4. Voting matters are decided by a simple majority of voting members present at a meeting.

6.5. Decisions may be taken outside meetings through ballots distributed electronically or physically to all members (except as in 6.7 below).

6.6. All Executive-Council members are expected to attend Executive-Council meetings and, where relevant, committee and sub-committee meetings. If members are unable to attend they are to inform the Chair of the Executive-Council in advance of the meeting, and another faculty or student, respectively, may take their place on an interim basis.

6.7. A decision to amend Executive-Council Bylaws requires a two-thirds majority of voting members present at the meeting, and can be taken only after written notice has been provided to all Executive-Council members at least 5 days in advance of the meeting. Executive-Council members, or their interim replacements, must be in attendance at an Executive-Council meeting to vote on amendments to Bylaws.

7. Standing Committees

Executive-Council sub-committees (which may be Committees of the Whole) may be established, with mandate and authority specified at the time of the creation. Where decision-making power is delegated to such sub-committees, their responsibilities and composition must be specified in these bylaws. Any sub-committee's membership may draw from beyond Executive-Council membership as deemed necessary.

7.1. Additional committees, coordinators, and working groups can be established at any time with the approval of the Executive-Council.

7.2. Membership of all committees and sub-committees is on a volunteer basis and should be approved by the Executive-Council.

7.3. The term of office of members of any committee or sub-committee is 1 year from September 1 to August 31. There is no limit to the number of terms committee and sub-committee members may serve, provided that the member is re-elected every year.

The Standing Committees of the EXECUTIVE-COUNCIL are as follows:

7.4. Admissions

Decisions over admissions to the Program may be handled jointly or separately between the Ryerson and York Programs. Masters and Doctoral decisions over admissions may be handled by separate sub-committees.

Beyond the confidential deliberations over applications for admission to the Program, the Committee shall be conducted as follows:

7.4.1.   Mandate: the Admissions Committee may make recommendations to the Executive-Council, or relevant sub-committee, regarding the following:

7.4.1.1.   Recruitment mechanisms;

7.4.1.2.   Procedures, practices and standards for admissions into graduate programs, including academic and non-academic qualifications;

7.4.1.3.   Curriculum advising and approval guidelines.

7.4.2.   Committee Composition:

7.4.2.1.   To be composed at the start of each school year. The composition of the Admissions Committee each year will depend upon whether Masters and Doctoral applications, Ryerson and York applications, are considered jointly or separately that year. Any application for admission must be evaluated by at least one Graduate Program Director, and at least two other faculty members of the Program.

7.4.3.   Procedures:

7.4.3.1.   The Admissions Committee(s) shall relay its recommendations to the respective GPD, who shall strive to achieve the recommendation in consultation with Graduate Studies and others at the respective institutions and beyond.

7.5. Scholarships and Awards

Unless otherwise stipulated by a funding source, the Ryerson and York Grad Programs shall conduct separate Scholarships and Awards Committees.

Beyond the confidential deliberations to rank applicants and select recipients of awards, each of Ryerson's and York's Scholarships and Awards Committee shall be conducted as follows:

7.5.1.   Mandate:

7.5.1.1.   To Recommend policies and practices for graduate student funding, such as minimum levels and length of commitment for both full-time and part-time;

7.5.1.2.   To Recommend sources of graduate student funding, such as internal scholarships, research assistantships, course instruction, and supervisory stipends;

7.5.1.3.   To Recommend award selection criteria and procedures.

7.5.2.   Committee Composition:

7.5.2.1.   For each of Ryerson and York, to be composed at the start of each school year, and to consist of at least three persons: the GPD and at least two other faculty members of the Program.

7.5.3.   Procedures:

7.5.3.1.   The Scholarships and Awards Committees shall relay their recommendations for funding policies to the respective GPD, who shall strive to achieve the recommendation in consultation with Graduate Studies and others at the respective institutions and beyond.

7.6. Program Membership Committee

Faculty members of the Joint Program may supervise students from either University; Students in the Joint Program may be supervised by faculty members from either University. Therefore, to establish consistency and diminish discrepancies between Membership categories and policies at Ryerson and York, decisions over Membership to the Program shall be handled jointly between the Ryerson and York Programs.

7.6.1.   Mandate:

7.6.1.1.   To develop program-specific criteria and procedures for Graduate Studies membership and supervisory responsibilities, which must be consistent with both Ryerson and York Graduate Studies requirements;

7.6.1.2.   To review membership applications at the program level in light of the rationale established for membership, and to submit its recommendations to Graduate Studies;

7.6.1.3.   To review the Program's Graduate Studies membership list on an annual basis.

7.6.2.   Committee Composition:

7.6.2.1.   To be composed at the start of each school year, and to consist of at least six persons: the two Graduate Program Directors, at least one other faculty from each University, and one student from each University;

7.6.2.2.   If the Membership Committee is unformed by October 15, the Executive-Council shall serve as the Committee until its formation;

7.6.3.   Procedures:

    7.6.3.1.   The Committee shall review applications for Graduate Program membership and Graduate Studies membership, or both simultaneously where relevant;

    7.6.3.2.   Committee recommendations shall normally be approved by the Executive-Council before being submitted to the respective Dean of Graduate Studies for final approval.

    7.6.3.3.   On an annual basis the GPD shall send an updated list of Graduate Program membership to the Dean of Graduate Studies;

7.7. Ad Hoc Committees

7.7.1.   The Executive-Council may constitute ad-hoc committees to address specific topics.

7.7.2.   Membership of ad-hoc committees will be determined at the time the committee is constituted.

7.7.3.   Members will hold office until the report of the committee has been submitted to, and accepted by, the Executive-Council, or until such time as the ad-hoc committee has been dissolved.

Yeates SCHOOL OF GRADUATE STUDIES

GRADUATE PROGRAM COUNCIL BYLAWS

Master of Digital Media

Approved by YSGS Council

27/02/2014

Approved by Dean, YSGS

18/03/2014

Approved by the Academic Governance and Policy Committee of Senate

dd/mm/yyyy

Approved by Senate

dd/mm/yyyy

1.   Definitions

Chair:	Chair of Council, unless otherwise stated;
Council:	Master of Digital Media Graduate Program Council (MDM);
Faculty:	all full-time faculty members that are currently teaching courses offered and/or advising / supervising students in the Graduate Program in the Master of Digital Medial;
Adjunct Faculty:	an individual who is able to make a significant contribution to a Department, School or Faculty, or to the University as a whole through teaching, or supervising students in field or practice placements, participation in SRC projects or other intellectual activity at the University, or a combination of these activities.

Associate YSGS

Member:	is employed by, or affiliated with, Ryerson University but is not a member of the RFA. Eligibility for membership in this category may include: research scientists, research associates, postdoctoral fellows, adjunct professors, and visiting professors, who are actively engaged in SRC activities and who meet the criteria established by the graduate program with which they are to be affiliated.

Graduate Program

Administrator:	(GPA) works in collaboration with the GPD to administer the graduate program and is an ex-officio non-voting member of GPC and sub-committees.
Graduate Student:	a student who is currently registered in the Graduate Program in the Master of Digital Media.

2.   Mandate

Students and faculty are partners in ensuring the successful functioning of graduate programs at Ryerson University. The Graduate Program Council (GPC) is the principle mechanism for bringing together these two constituencies to identify, discuss and address matters relating to that graduate program. The specific mandate of the GPC is:

2.1.   To develop and recommend policies relevant to the Graduate Program within the context of general University policies, especially those of the Yeates School of Graduate Studies (YSGS).

2.2.   To contribute actively to the operation and long-term planning of the graduate program and YSGS through the creation of committees, working groups and other mechanisms as deemed appropriate.

2.3.   To ensure the graduate program remains current and relevant by recommending changes to the current curriculum and methods of delivery.

2.4.   To provide an arena for the debate, discussion, and dissemination of information on matters pertaining to the graduate program and YSGS.

3.   Authority

The GPC will operate in the spirit of policy adopted by Senate, in particular, Policy #45: *Constitutional Provisions for Department/School Councils*.

3.1.   The GPC is responsible for academic policy and procedure recommendations pertaining to graduate education and graduate offerings specific to this graduate program/Department/School/Faculty. The GPC will collaborate in a transparent manner with related Department/School Council(s), Chair(s)/Director(s), affected Faculty Dean(s) or designate(s), the Dean of YSGS, the YSGS Council and its standing committees.

3.2.   The GPC may **approve** policy and procedures with significance and effect only in the program. The GPC must consult with the GPD, affected Faculty Dean(s) or designate(s), Faculty Council(s) where appropriate, the Dean of Record, and the Dean of YSGS before implementing any policy or procedure. The Dean of YSGS shall ensure that all consultations have occurred before endorsing the implementation of any policy or procedure.

3.3.   The GPC may report directly to the YSGS Council on issues specific to the respective program, and/or matters of general interest. Department/School based programs should copy their respective Department/School Councils on such reports.

3.4.   Input to committees:

3.4.1.   GPC and committees will review all matters pertaining to their mandates on their own initiative.

3.4.2.   GPC may also request that committees review any particular matter.

Without prejudice to any policy of the Ryerson Senate, the authority of the GPC will embrace these additional principles:

3.5.   The GPC will not enter into debate or take action on any matter that would violate the Ryerson University Act, or any policy of Senate.

3.6.   The GPC will not enter into debate or take action on any matter that would violate Ryerson University's and/or statutory confidentiality requirements in respect to students, faculty or staff, or on matters of a contractual nature.

3.7.   The GPC does not have the authority to override decisions made by other Department/School Committees that do not report to it. The GPC does, however, have the authority to discuss such decisions and to provide advice, except in cases precluded by considerations of confidentiality and/or contractual requirements, as specified above. The determination of such restrictions is the responsibility of the [Departmental Chair]. The GPC is advisory to the Department Chair on matters that are contractually the responsibility of the Chair.

3.8.   In the event of a disagreement between the GPC and the Dean of YSGS, the disagreement will be referred by the disputants to the Vice-President, Academic. In the event of continuing disagreements, the matter shall be reported to the President for action.

4.   Membership

In accordance with Policy 45, membership has been determined via a consultative process involving the GPD, and the Dean, YSGS. GPC Membership includes the following:

4.1.   The Graduate Program Director (GPD)

4.2.   The Department/School Chair(s)/Director(s) from programs with direct involvement as determined by the Dean of Record in consultation with the Dean of YSGS (in cases where she is not the Dean of Record).

4.3.   A minimum of 4 faculty members who are active YSGS members, supervising students of, or active in the administration of the graduate program. Members will be elected by and from faculty by way of a fair and transparent method.

4.4.   One Graduate Student representatives elected by and from graduate students in the program.

4.5.   The Graduate Program Administrator who will be a non-voting member of Council.

4.6.   GPC membership may include others as determined by bylaw, including faculty members from related departments/schools and adjunct faculty, as long as they are active or associate members of YSGS. Staff may serve on the GPC or its committees, but are non-voting.

4.7.   The term of GPC membership will be 2 years for faculty and staff, and 1 year for students. All members may stand for re-election.

5. Chair

5.1.   The Chair of the GPC will be elected by GPC members at the first meeting. The position of Chair will be re-elected at the beginning of each academic year.

5.2.   The GPC Chair is responsible for (or ensuring that the following are conducted):

5.2.1.   Calling and conducting meetings, and confirming quorum.

5.2.2.   Setting agendas.

5.2.3.   Maintaining a written record of Council decisions, actions, and recommendations, and ensuring that a copy of these records is filed with the YSGS Graduate Studies Assistant.

5.2.4.   Monitoring follow up to Council actions.

5.2.5.   Submitting relevant agenda items to applicable YSGS committees (e.g., Programs and Planning Committee) or to the YSGS Council.

5.3.   The GPC Chair is an ex-officio member of all GPC committees and sub-committees.

5.4.   The GPC Chair may request another council member to act as Chair on an interim basis.

5.5.   There is no limit to the number of terms that a GPC Chair may serve, provided that an election is duly held each year.

6. GPC Procedures

6.1.   GPCs will meet at least twice per year, once in each of the Fall and Winter semesters. Meetings will be scheduled to permit sufficient time for submissions to be made, for information or approval where applicable, to other committees and councils. Additional meetings may be held at the call of the GPC Chair or at the request of Council members.

6.2.   Notices of meetings will normally be distributed at least 5 days in advance.

6.3.   Only faculty and student members of the GPC are voting members. The GPC Chair shall vote only in the event of a tie. Staff may serve on the GPC or its committees but are non-voting.

6.4.   Quorum is 50% of the GPC's full membership, and the majority of the members present must be voting faculty members.

6.5.   Voting matters are normally decided by a simple majority of voting members present at a meeting.

6.6.   Decisions may be taken outside meetings through ballots distributed electronically or physically to all members.

6.7.   All members are expected to attend Council and, where relevant, committee and sub-committee meetings. If members are unable to attend they are to inform the Chair of the GPC, relevant committee or sub-committee in advance of the meeting, or as soon as possible thereafter

6.8.   Any Council member may attend a meeting of any committee, of which he/she is not a formal member, as a non-voting participant.

6.9.   A decision to amend GPC Bylaws requires a two-thirds majority of voting members present at the meeting, and can be taken only after written notice has been provided to all members at least 5 days in advance of the meeting. There is no proxy voting, and GPC members must be in attendance at a GPC meeting to vote (except where 6.6 applies).

7. Standing Committees

GPC sub-committees (which may be Committees of the Whole) may be established, with mandate and authority specified at the time of the creation. Where decision-making power is delegated to such sub-committees, their responsibilities and composition must be specified in these bylaws. If sub-committees are deemed appropriate by the GPC, consideration should be given to those areas (e.g., curriculum, scholarship and awards, admissions) included in the YSGS governance structure. Other sub-committees may be established in accordance with GPC bylaws.

7.1. Additional committees, coordinator and working groups can be established at any time with the approval of the GPC.

7.2. Membership of all committees and sub-committees is on a volunteer basis and should be approved by the GPC.

7.3. The term of office of members of any committee or sub-committee is 1 year from September 1 to August 31. There is no limit to the number of terms committee and sub-committee members may serve, provided that the member is re-elected every year.

The Standing Committees of the GPC are as follows:

7.4. Admissions, Studies, Scholarships and Awards

7.5.

7.5.1. Mandate: to make recommendations to the YSGS Council, or relevant subcommittee, regarding the following:

7.5.1.1. Recruitment mechanisms;

7.5.1.2. Procedures, practices and standards for admissions into graduate programs, including academic and non-academic qualifications (ESL, standards, etc.);

7.5.1.3. Registration practices (course selection and approval);

7.5.1.4. Standards for maintaining good standing (grades, continuous registration, etc.);

7.5.1.5. Residency/post residency requirements;

7.5.1.6. Full-time and part-time status requirements and procedures;

7.5.1.7. Procedures and practices for graduate examinations, in particular, comprehensive examinations, thesis requirements and thesis examination practices;

7.5.1.8. Time limits for completion of graduate programs;

7.5.1.9. Definition of instructional offence and offences of conduct;

7.5.1.10. Student appeal and petition mechanisms; and

7.5.1.11.   Graduation requirements and practices and convocation practices.

7.5.1.12.   To recommend policies and practices for graduate student funding, e.g. minimum levels, length of commitment, both full-time and part-time;

7.5.1.13.   To recommend sources of graduate student funding, e.g. internal scholarships, A.A.'s and R.A.'s; and

7.5.1.14.   Recommend selection procedures.

7.5.1.14.1.   Committee Composition: GPD, GPC Chair as ex-officio member and four faculty members.

7.6. Program Membership Committee

7.6.1.   Mandate:

7.6.1.1.   To develop program-specific criteria and procedures for YSGS membership and supervisory responsibilities, which must be consistent with YSGS requirements and approved by YSGS Dean;

7.6.1.2.   To review membership applications at the program level in light of the rationale established for membership, and to submit its recommendations to the Dean of YSGS; and

7.6.1.3.   To review the YSGS membership list on an annual basis and submit it to the Dean of YSGS.

7.6.2.   Committee Composition: GPD, GPC Chair as ex-officio member, 2 faculty members.

7.6.3.   Procedures

7.6.3.1.   On an annual basis the GPD shall send the names of the PMC members and an updated list of YSGS membership to the YSGS Dean;

7.6.3.2.   The PMC shall review YSGS membership applications and submit its recommendations to the YSGS Dean for approval.

7.7. Ad Hoc Committees

7.7.1.   The GPC may constitute ad-hoc committees to address specific topics.

7.7.2.   Membership of ad-hoc committees will be determined at the time the committee is constituted.

7.7.3.   Members will hold office until the report of the committee has been submitted to, and accepted by, the GPC, or until such time as the ad-hoc committee has been dissolved.

Yeates SCHOOL OF GRADUATE STUDIES

GRADUATE PROGRAM COUNCIL BYLAWS

Documentary Media

Approved by YSGS Council
17/04/2014

Approved by Dean, YSGS
17/04/2014

Approved by the Academic Governance and Policy Committee of Senate
dd/mm/yyyy

Approved by Senate
dd/mm/yyyy

**SCHOOL OF IMAGE ARTS
DOCUMENTARY MEDIA PROGRAM (MFA)
GRADUATE PROGRAM COUNCIL**

Bylaws and Standing Rules

1. Mandate:

Students and faculty are partners in ensuring the successful functioning of graduate programs at Ryerson University. The Graduate Program Council (GPC) is the principal mechanism for bringing together these two constituencies to identify, discuss and address matters relating to the Documentary Media program. The specific mandate of the Documentary Media GPC is:

1.1 To develop and recommend policies relevant to the Graduate Program within the context of general University policies, especially those of the Yeates School of Graduate Studies (YSGS).

1.2 To contribute actively to the operation and long-term planning of the graduate program and YSGS through the creation of committees, working groups and other mechanisms as deemed appropriate.

1.3 To ensure the graduate program remains current and relevant by recommending changes to the current curriculum and methods of delivery.

1.4 To provide an arena for the debate, discussion, and dissemination of information on matters pertaining to the graduate program and YSGS.

2. Structure:

2.1 The GPC is composed of five members of the Yeates School of Graduate Studies (YSGS) and two students, one representative from each of the first and second-year student cohort.

2.2 The Chair of the School of Image Arts is one of the faculty members represented on the Graduate Program Council.

2.3 The GPC members are chosen from YSGS faculty in a teaching, supervisory, or administrative role within the Documentary Media program. The selection of members will take place at a program meeting and the term of appointment is three years with the possibility of renewal.

2.4 The student representatives are chosen from among their peers by nomination and a vote held in both the first and second-year class. The term of appointment is for one year.

2.5 The Graduate Program Administrator is a non-voting member of the GPC.

3. Authority

The GPC will operate in the spirit of policy adopted by Senate, in particular, Policy #45: *Constitutional Provisions for Department/School Councils*.

3.1 The GPC is responsible for academic policy and procedure recommendations pertaining to graduate education and graduate offerings specific to this graduate program/Department/School/Faculty. The GPC will collaborate in a transparent manner with related Department/School Council(s), Chair(s)/Director(s), affected Faculty Dean(s) or designate(s), the Dean of YSGS, the YSGS Council and its standing committees.

3.2 The GPC may approve policy and procedures with significance and effect only in the program. The GPC must consult with the GPD, affected Faculty Dean(s) or designate(s), Faculty Council(s) where appropriate, the Dean of Record, and the Dean of YSGS before implementing any policy or procedure. The Dean of YSGS shall ensure that all consultations have occurred before endorsing the implementation of any policy or procedure.

3.3 The GPC may recommend and communicate policies and procedures with implications beyond the program. Affected Faculty Dean(s), and/or designate(s) and/or the Dean of Record must endorse recommended policies and procedures before they are submitted to the Dean of YSGS and YSGS Council. The YSGS Council makes recommendations for approval to Senate.

3.4 The GPC may report directly to the YSGS Council on issues specific to the respective program, and/or matters of general interest. Department/School based programs should copy their respective Department/School Councils on such reports.

3.5 Input to committees:

3.6 GPC and committees will review all matters pertaining to their mandates on their own initiative.

3.7 GPC may also request that committees review any particular matter.

3.8 Without prejudice to any policy of the Ryerson Senate, the authority of the GPC will embrace these additional principles:

3.9 The GPC will not enter into debate or take action on any matter that would violate the Ryerson University Act, or any policy of Senate.

3.10 The GPC will not enter into debate or take action on any matter that would violate Ryerson University's and/or statutory confidentiality requirements in respect to students, faculty or staff, or on matters of a contractual nature.

3.11 The GPC does not have the authority to override decisions made by other Department/School Committees that do not report to it. The GPC does, however, have

the authority to discuss such decisions and to provide advice, except in cases precluded by considerations of confidentiality and/or contractual requirements, as specified above. The determination of such restrictions is the responsibility of the [Departmental Chair]. The GPC is advisory to the Department Chair on matters that are contractually the responsibility of the Chair.

3.12 In the event of a disagreement between the GPC and the Dean of YSGS, the disagreement will be referred by the disputants to the Vice-President, Academic. In the event of continuing disagreements, the matter shall be reported to the President for action.

4. Chair:

4.1 The Chair of the GPC will be elected by GPC members at the first meeting. The position of Chair is restricted to YSGS members and will be re-elected at the beginning of each academic year.

4.2 The GPC Chair is responsible for (or ensuring that the following are conducted):

- Calling and conducting meetings, and confirming quorum.

- Setting agendas.

- Maintaining a written record of Council decisions, actions, and recommendations, and ensuring that a copy of these records is filed with the YSGS Graduate Studies Assistant.

- Monitoring follow up to Council actions.

- The GPC Chair is an ex-officio member of all GPC committees and sub- committees.

- The GPC Chair may request another council member to act as Chair on an interim basis.

- There is no limit to the number of terms that a GPC Chair may serve, provided that an election is duly held each year.

5. Meetings:

5.1 The Graduate Program Council will meet at least twice in any academic year, once in fall and once in the winter semester, and thereafter as required.

5.2 Meetings are called by the Chair of the Graduate Program Council.

6. Minutes:

6.1 Minutes of meetings are to be taken by the Program Administrator. The minutes will be distributed to all members of the Program via email within seven school days of the meeting.

7. Quorum:

7.1 Quorum for meetings of the Graduate Program Council shall be two faculty members in addition to the Chair and one student member.

8. The Standing Committees of the Graduate Program Council:

YSGS and student members of the Standing Committees are selected on an annual basis. YSGS Members may annually renew their positions on the Standing Committees.

Admissions Committee

Mandate: to make recommendations to the GPD, regarding the following:

8.1 Recruitment mechanisms.

8.2 Procedures, practices and standards for admissions into graduate program.

8.3 Review of applications to the program.

8.4 Ranking applicants and issuing offers to the program.

8.5 Committee Composition: GPD, minimum of three YSGS members chosen from the faculty of the Documentary Media Program.

Awards Committee

Mandate: to make recommendations to the GPD regarding selection processes for internal graduate awards and to conduct the adjudication of awards.

8.6 Committee Composition: GPD, minimum of two faculty members chosen from the faculty of the Documentary Media Program.

Program Membership Committee

Mandate: to establish program-specific criteria for YSGS membership and supervisory responsibilities which are to be consistent with YSGS requirements. The Program Membership Committee shall review membership applications and submit its recommendations to the Dean of YSGS.

8.7 Committee Composition: GPD, minimum of two faculty members as selected from the membership of the GPC.

Ad Hoc Committees

8.11 The GPC may constitute ad-hoc committees to address specific topics.

8.12 Membership of ad-hoc committees will be determined at the time the committee is constituted.

8.13 Members will hold office until the report of the committee has been submitted to, and accepted by, the GPC, or until such time as the ad-hoc committee has been dissolved.

Yeates SCHOOL OF GRADUATE STUDIES

GRADUATE PROGRAM COUNCIL BYLAWS

Immigration and Settlement Studies MA Program

Approved by YSGS Council

27/02/2014

Approved by Dean, YSGS

18/03/2014

Approved by the Academic Governance and Policy Committee of Senate

dd/mm/yyyy

Approved by Senate

dd/mm/yyyy

1.   Definitions

Chair: Chair of Council, unless otherwise stated

Council: Graduate Program Council unless otherwise stated

Faculty: all full-time faculty members

Graduate Student: a student who is supervised, or co-supervised, by a faculty member associated with this graduate program.

Dean of Record: The Dean of Record for the Immigration and Settlement Studies MA Program is the Dean of the Yeates School of Graduate Studies

2.   Mandate

Students and faculty are partners in ensuring the successful functioning of graduate programs at Ryerson University. The Graduate Program Council (GPC) is the principle mechanism for bringing together these two constituencies to identify, discuss and address matters relating to that graduate program. The specific mandate of the GPC is:

2.1.   To develop and recommend policies relevant to the Graduate Program within the context of general University policies, especially those of the Yeates School of Graduate Studies (YSGS).

2.2.   To contribute actively to the operation and long-term planning of the graduate program and YSGS through the creation of committees, working groups and other mechanisms as deemed appropriate.

2.3.   To ensure the graduate program remains current and relevant by recommending changes to the current curriculum and methods of delivery.

2.4.   To provide an arena for the debate, discussion, and dissemination of information on matters pertaining to the graduate program and YSGS.

3.   Authority

The GPC will operate in the spirit of policy adopted by Senate, in particular, Policy #45: *Constitutional Provisions for Department/School Councils*.

3.1.   The GPC is responsible for academic policy and procedure recommendations pertaining to graduate education and graduate offerings specific to this graduate program. The GPC will collaborate in a transparent manner with related Program Councils, affected Faculty Deans or designates, the Dean of YSGS, the YSGS Council and its standing committees.

3.2.   The GPC may **approve** policy and procedures with significance and effect only in the program. The GPC must consult with the Graduate Program Director, affected Faculty Deans or designates, and the Dean of YSGS as the Dean of Record before

implementing any policy or procedure. The Dean of YSGS shall ensure that all consultations have occurred before endorsing the implementation of any policy or procedure.

3.3. The GPC may **recommend and communicate** policies and procedures with implications beyond the program. Such recommended policies and procedures are submitted to the Dean of YSGS and YSGS Council. The YSGS Council makes recommendations for approval to Senate.

3.4. The GPC may report directly to the YSGS Council on issues specific to the respective program, and/or matters of general interest.

3.5. Input to committees:

3.5.1. GPC and committees will review all matters pertaining to their mandates on their own initiative.

3.5.2. GPC may also request that committees review any particular matter.

Without prejudice to any policy of the Ryerson Senate, the authority of the GPC will embrace these additional principles:

3.6. The GPC will not enter into debate or take action on any matter that would violate the Ryerson University Act, or any policy of Senate.

3.7. The GPC will not enter into debate or take action on any matter that would violate Ryerson University's and/or statutory confidentiality requirements in respect to students, faculty or staff, or on matters of a contractual nature.

3.8. The GPC does not have the authority to override decisions made by other Committees that do not report to it. The GPC does, however, have the authority to discuss such decisions and to provide advice, except in cases precluded by considerations of confidentiality and/or contractual requirements, as specified above. The GPC is advisory to the Graduate Program Director on matters that are contractually the responsibility of the Graduate Program Director.

3.9. In the event of a disagreement between the GPC and the Dean of YSGS, the disagreement will be referred by the disputants to the Vice-President, Academic. In the event of continuing disagreements, the matter shall be reported to the President for action.

4.   Membership: Interdisciplinary Graduate Program Council

The Immigration and Settlement Studies MA Program was developed jointly by the Faculty of Arts and the Faculty of Community Services. The Dean of Record is the Dean of the Yeates School of Graduate Studies. Membership on the Graduate Program Council is determined through a consultative process involving the Graduate Program Director, the Dean of YSGS as the Dean of Record, the Dean of Arts, and the Dean of Community Services. GPC Membership includes the following:

4.1. The Graduate Program Director (GPD)

4.2. A faculty member from the Faculty of Arts, designated by the Dean of Arts, who is an active YSGS member and who currently teaches in or supervises students of the ISS MA program or is active in the administration of the program.

4.3. A faculty member from the Faculty of Community Services, designated by the Dean of Community Services, who is an active YSGS member and who currently teaches in or supervises students of the ISS MA program or is active in the administration of the program.

4.4. A faculty member from the Faculty of Arts, nominated and elected by and from Faculty of Arts affiliates of the ISS program, who is an active YSGS member and who currently teaches in or supervises students in the ISS MA program or is actively involved in the administration of the program.

4.5. A faculty member from the Faculty of Community Services, nominated and elected by and from Faculty of Community Services affiliates of the ISS program, who is an active YSGS member and who currently teaches in or supervises students in the ISS MA program or is actively involved in the administration of the program.

4.6. One faculty member at-large, to be designated by the GPD in consultation with the Dean of Record, to represent ISS program affiliates who are neither in the Faculty of Arts nor the Faculty of Community Services. Such person shall be an active YSGS member and who currently teaches in or supervises students in the ISS MA program or is actively involved in the administration of the program.

4.7. One full time ISS graduate student nominated and elected by and from full time graduate students in the ISS MA program.

4.8. One part-time graduate student nominated and elected by and from part time graduate students in the ISS MA program.

4.9. The Graduate Program Administrator who will be a non-voting member of Council.

4.10. The term of GPC membership will be 3 years for faculty and staff, and 1 year for full time students and 2 years for part time students.

5. Chair

5.1. The Graduate Program Director will serve as the Chair of the GPC.

5.2. The GPC Chair is responsible for (or ensuring that the following are conducted):

5.2.1.   Calling and conducting meetings, and confirming quorum.

5.2.2.   Setting agendas.

5.2.3.   Maintaining a written record of Council decisions, actions, and recommendations, and ensuring that a copy of these records is filed with the YSGS Graduate Studies Assistant as well as being distributed to faculty affiliated with the ISS program and to students in the program.

5.2.4.   Monitoring follow up to Council actions.

5.2.5.   Providing a copy of the agenda to GPC members as well as to faculty affiliated with the ISS program and to students in the program.

5.3.   The GPC Chair is an ex-officio member of all GPC committees and sub-committees.

5.4.   The GPC Chair may request another council member to act as Chair on an interim basis.

6. GPC Procedures

6.1.   GPCs will meet at least twice per year, once in each of the Fall and Winter semesters. Meetings will be scheduled to permit sufficient time for submissions to be made, for information or approval where applicable, to other committees and councils. Additional meetings may be held at the call of the GPC Chair or at the request of Council members.

6.2.   Notices of meetings will normally be distributed at least 5 days in advance.

6.3.   Only faculty and student members of the GPC are voting members. The GPC Chair shall vote only in the event of a tie. Staff may serve on the GPC or its committees but are non-voting.

6.4.   Quorum is 50% of the GPC's full membership, and the majority of the members present must be voting faculty members.

6.5.   Voting matters are normally decided by a simple majority of voting members present at a meeting. The phrase "present at a meeting" is understood to include present through electronic communications.

6.6.   Decisions may be taken outside meetings through ballots distributed electronically or physically to all members.

6.7.   All members are expected to attend Council and, where relevant, committee and sub-committee meetings. If members are unable to attend they are to inform the Chair of the GPC, relevant committee or sub-committee in advance of the meeting, or as soon as possible thereafter. In keeping with the clarification in 6.5 above, the phrase "to attend Council" is understood to include attendance through electronic communications.

6.8.   Any Council member may attend a meeting of any committee, of which he/she is not a formal member, as a non-voting participant.

6.9.   A decision to amend GPC Bylaws requires a two-thirds majority of voting members present at the meeting, and can be taken only after written notice has been provided to all members at least 5 days in advance of the meeting. There is no proxy voting, and GPC members must be in attendance at a GPC meeting to vote (except where 6.6 applies).

7. Standing Committees

The three Standing Committees of the GPC are as follows:

7.1. Admissions and Studies Policies and Procedures Standing Committee

7.1.1.   Mandate: to make recommendations as needed to the YSGS Council or relevant subcommittee, or as requested by YSGS Council, regarding the following:

7.1.1.1.   Recruitment mechanisms, admissions requirements and procedures, and registration practices;

7.1.1.2.   Full-time and part-time status requirements and procedures, criteria for maintaining good academic standing, time limits for completion of the program, and graduation requirements;

7.1.1.3.   Procedures and practices for review and assessment of the required Major Research Paper;

7.1.1.4.   Definition of instructional offence and offences of conduct;

7.1.1.5.   Student appeal and petition mechanisms.

7.1.2.   Committee Compositions: GPC Faculty Members in situations in which the performance, behaviour or status of students might be discussed. In the more common situation in which the discussion remains at the level of policies and procedures then the composition would be a Committee of the Whole.

7.2. Program Membership Standing Committee

7.2.1.   Mandate:

7.2.1.1.   To develop program-specific criteria and procedures for YSGS membership and supervisory responsibilities, which must be consistent with YSGS requirements and approved by YSGS Dean;

7.2.1.2.   To review membership applications at the program level in light of the rationale established for membership, and to submit its recommendations to the Dean of YSGS; and

7.2.1.3.   To review the YSGS membership list on an annual basis and submit it to the Dean of YSGS.

7.2.2.   Procedures

7.2.2.1. On an annual basis the GPD shall send the names of the PMC members and an updated list of YSGS membership to the YSGS Dean;

7.2.2.2. The PMC shall review YSGS membership applications and submit its recommendations to the YSGS Dean for approval.

7.2.3. Committee Composition: A Committee of the Whole

7.3. Program Student Admissions Sub-Committee

7.3.1 Mandate: To review full time and part time applications for admission to the program

7.3.2 Committee Composition: The Program Student Admissions Sub-Committee shall consist of the Graduate Program Director and two GPC Faculty Members, nominated by the Graduate Program Director, subject to the approval of the GPC.

7.3.3 Procedures: The membership of the Program Student Admissions Sub-Committee shall be established by the end of the Fall term of the year preceding the year for which admissions are being considered.

7.4. Ad Hoc Committees

7.4.1. The GPC may constitute ad-hoc committees to address specific topics.

7.4.2. Membership of ad-hoc committees will be determined at the time the committee is constituted. In some situations a student perspective would be useful. In cases where student files would be under discussion committee membership would be restricted to GPC Faculty Members.

7.4.3. Members will hold office until the report of the committee has been submitted to, and accepted by, the GPC, or until such time as the ad-hoc committee has been dissolved

7.5 Other Sub-Committees and Working Groups

GPC sub-committees or working groups may be established with mandate and authority specified at the time of their creation, with the approval of the GPC.

7.6 Voluntary Nature of Service and Terms of Office on Committees

7.7.1 Membership of all committees and sub-committees is on a volunteer basis

7.7.2   Notwithstanding the term of office for the GPC and thus for Committees of the Whole as provided in 4.11, the term of office of members of other committee or sub-committee is 1 year from September 1 to August 31.

Yeates SCHOOL OF GRADUATE STUDIES

GRADUATE PROGRAM COUNCIL BYLAWS

Master of Nursing

Approved by YSGS Council

27/02/2014

Approved by Dean, YSGS

18/03/2014

Approved by the Academic Governance and Policy Committee of Senate

dd/mm/yyyy

Approved by Senate

dd/mm/yyyy

1. Definitions

Adjunct Faculty is an individual who is able to make a significant contribution to a Department, School or Faculty, or to the University as a whole through teaching, precepting or supervising students in field or practice placements, participation in SRC projects or other intellectual activity at the University, or a combination of these activities.

Associate YSGS Member is employed by, or affiliated with, Ryerson University but is not a member of the RFA. Eligibility for membership in this category may include: research scientists, research associates, postdoctoral fellows, adjunct professors, and visiting professors, who are actively engaged in SRC activities and who meet the criteria established by the graduate program with which they are to be affiliated.

Chair: Chair of Council, unless otherwise stated.

Council: Graduate Program Council unless otherwise stated.

Director is the Director of the Daphne Cockwell School of Nursing.

Faculty Member includes all current tenure stream, tenured and limited term faculty members represented by the Ryerson Faculty Association (RFA).

Graduate Faculty Member includes all full-time or adjunct faculty members who are teaching and/or serving on a supervisory committee in the graduate program and who are also active members of YSGS.

Graduate Program Administrator (GPA) works in collaboration with the GPD to administer the graduate program and is an ex-officio non-voting member of GPC and sub-committees.

Graduate Program Director (GPD) reports directly to the Dean of Graduate Studies and works with YSGS and graduate faculty members to oversee the Master of Nursing program to ensure the program provides students with the best possible quality graduate education.

Graduate Student is an individual currently registered either part-time or full-time in the course or thesis stream of the Master of Nursing Program at Ryerson University who has a clear academic standing.

Instructor is a member of the Unit 1 or Unit 2 bargaining units of CUPE Local 3904 teaching in one or more graduate program courses.

Program Site Coordinator for the Primary Health Care Nurse Practitioner Program (PHCNP) is the Ryerson site coordinator for the COUPN PHCNP Program.

2. Mandate

Students and faculty are partners in ensuring the successful functioning of graduate programs at Ryerson University. The Graduate Program Council (GPC) is the principle mechanism for bringing together these two constituencies to identify, discuss and address matters relating to that graduate program. The specific mandate of the GPC is:

2.1.   To develop and recommend policies relevant to the Graduate Program within the context of general University policies, especially those of the Yeates School of Graduate Studies (YSGS).

2.2.   To contribute actively to the operation and long-term planning of the graduate program and YSGS through the creation of committees, working groups and other mechanisms as deemed appropriate.

2.3.   To ensure the graduate program remains current and relevant by recommending changes to the current curriculum and methods of delivery.

2.4.   To provide an arena for the debate, discussion, and dissemination of information on matters pertaining to the graduate program and YSGS.

3.   Authority

The GPC will operate in the spirit of policy adopted by Senate, in particular, Policy #45: *Constitutional Provisions for Department/School Councils*.

3.1.   The GPC is responsible for academic policy and procedure recommendations pertaining to graduate education and graduate offerings specific to this graduate program/Department/School/Faculty. The GPC will collaborate in a transparent manner with the related School Council, Director, affected Faculty Dean or designate, the Dean of YSGS, the YSGS Council and its standing committees.

3.2.   The GPC may approve policy and procedures with significance and effect only in the program. The GPC must consult with the GPD, affected Faculty Dean or designate, Faculty Council where appropriate, the Dean of Record, and the Dean of YSGS before implementing any policy or procedure. The Dean of YSGS shall ensure that all consultations have occurred before endorsing the implementation of any policy or procedure.

3.3.   The GPC may recommend and communicate policies and procedures with implications beyond the program. Affected Faculty Dean, and/or designate and/or the Dean of Record must endorse recommended policies and procedures before they are submitted to the Dean of YSGS and YSGS Council. The YSGS Council makes recommendations for approval to Senate.

3.4.   The GPC will report directly to the YSGS Council on issues specific to the respective program, and/or matters of general interest. School based programs should copy their respective School Councils on such reports.

3.5.   Input to committees:

3.5.1.   GPC and committees will review all matters pertaining to their mandates on their own initiative.

3.5.2.   GPC may also request that committees review any particular matter.

Without prejudice to any policy of the Ryerson Senate, the authority of the GPC will embrace these additional principles:

3.6.   The GPC will not enter into debate or take action on any matter that would violate the Ryerson University Act, or any policy of Senate.

3.7.   The GPC will not enter into debate or take action on any matter that would violate Ryerson University's and/or statutory confidentiality requirements in respect to students, faculty or staff, or on matters of a contractual nature.

3.8.   The GPC does not have the authority to override decisions made by other School Committees that do not report to it. The GPC does, however, have the authority to discuss such decisions and to provide advice, except in cases precluded by considerations of confidentiality and/or contractual requirements, as specified above. The determination of such restrictions is the responsibility of the Director of the Daphne Cockwell School of Nursing. The GPC is advisory to the Director of the Daphne Cockwell School of Nursing on matters that are contractually the responsibility of the Director of the Daphne Cockwell School of Nursing.

3.9.   In the event of a disagreement between the GPC and the Dean of YSGS, the disagreement will be referred by the disputants to the Vice-President, Academic. In the event of continuing disagreements, the matter shall be reported to the President for action.

4.   Membership

In accordance with Policy 45, membership has been determined via a consultative process involving the GPD, affected Director, affected faculty Dean, and the Dean, YSGS.

GPC Membership includes the following:

4.1.   The Graduate Program Director (GPD)

4.2.   The School Director

4.3.   A minimum of 5 graduate faculty members who are YSGS members and actively engaged in teaching and/or supervising thesis students of the nursing graduate program. Members will be elected by and from graduate faculty by way of a fair and transparent method.

4.4.   Three graduate student representatives elected by and from graduate students by way of a fair and transparent method.   Student representatives will be from the following groups: course stream, thesis stream, and primary health care nurse practitioner.

4.5.   The Graduate Program Administrator who is an ex-officio, non-voting member of Council.

4.6.   The Ryerson Site Coordinator for the Primary Health Care Nurse Practitioner Program is an ex-officio, non-voting member of Council.

4.7.   The term of GPC membership will be between 2-3 years for faculty and 1-2 years for students. All members may stand for re-election, with staggered re-elections.

5. Chair

5.1.   The Chair of the GPC will be a graduate faculty member, elected by GPC members at the first meeting. The position of Chair will be re-elected at the beginning of each academic year.

5.2.   The GPC Chair is responsible for (or ensuring that the following are conducted):

5.2.1.   Calling and conducting meetings, and confirming quorum.

5.2.2.   Setting agendas.

5.2.3.   Maintaining a written record of Council decisions, actions, and recommendations, and ensuring that a copy of these records is filed with the YSGS Graduate Studies Assistant.

5.2.4.   Monitoring follow up to Council actions.

5.2.5.   Submitting relevant agenda items to applicable YSGS committees (e.g., Programs and Planning Committee) or to the YSGS Council.

5.3.   The GPC Chair is an ex-officio, voting member of all GPC committees and sub-committees. If the GPC Chair is not the GPD, then the GPD is also ex-officio, voting member of all GPC committees and sub-committees.

5.4.   The GPC Chair may request another GPC faculty member to act as Chair on an interim basis.

5.5.   A GPC Chair may serve a maximum of three consecutive terms, provided that an election is duly held each year.

6. GPC Procedures

6.1.   GPCs will meet at least twice per year, once in each of the Fall and Winter semesters. Meetings will be scheduled to permit sufficient time for submissions to be made, for information or approval where applicable, to other committees and councils. Additional meetings may be held at the call of the GPC Chair or at the request of Council members.

6.2.   Notices of meetings will normally be distributed at least 5 days in advance.

6.3.   Only faculty and student members of the GPC are voting members. The GPC Chair shall vote only in the event of a tie. Staff may serve on the GPC or its committees but are non-voting.

6.4.   Quorum is 50% of voting members and the majority of the members present must be voting faculty members.

6.5.   Voting matters are normally decided by a majority (> 50%) of voting members present at a meeting.

6.6.   Decisions may be taken outside meetings through ballots distributed electronically or physically to all members.

6.7.   All members are expected to attend Council and, where relevant, committee and sub-committee meetings. If members are unable to attend they are to inform the Chair of the GPC, relevant committee or sub-committee in advance of the meeting, or as soon as possible thereafter

6.8.   A decision to amend GPC Bylaws requires a two-thirds majority of voting members present at the meeting, and can be taken only after written notice has been provided to all members at least 5 days in advance of the meeting.

6.9.   There is no proxy voting, and GPC members must be in attendance at a GPC meeting to vote (except where 6.6 applies).

7. Standing Committees

GPC sub-committees (which may be Committees of the Whole) may be established, with mandate and authority specified at the time of the creation. Where decision-making power is delegated to such sub-committees, their responsibilities and composition must be specified in these bylaws. If sub-committees are deemed appropriate by the GPC, consideration should be given to those areas (e.g., curriculum, scholarship and awards, admissions) included in the YSGS governance structure. Other sub-committees may be established in accordance with GPC bylaws.

7.1.   Additional committees, coordinator and working groups can be established at any time with the approval of the GPC.

7.2.   Membership of all committees and sub-committees is on a volunteer basis and should be approved by the GPC.

7.3.   The term of office of members of any committee or sub-committee is typically 1 year from September 1 to August 31. There is no limit to the number of terms standing committee and sub-committee members may serve,

The Standing Committees of the GPC are as follows:

7.4   **Curriculum and Program Policy Committee**

7.4.1 Mandate: to make recommendations to the YSGS Council, or relevant subcommittee, regarding the following:

7.4.1.1 Recruitment mechanisms.

7.4.1.2 Procedures, practices and standards for application to nursing graduate programs, including academic and non-academic qualifications (ESL, standards, etc.).

7.4.1.3 Selection procedures for reviewing student admissions, awards and scholarship applications.

7.4.1.4 Registration practices (course selection and approval).

7.4.1.5 Standards for maintaining good standing (grades, continuous registration, etc.).

7.4.1.6 Residency/post residency requirements.

7.4.1.7 Full-time and part-time status requirements and procedures.

7.4.1.8 Procedures and practices for graduate examinations, in particular, comprehensive examinations, thesis requirements and thesis examination practices.

7.4.1.9 Time limits for completion of graduate programs.

7.4.1.10   Definition of instructional offence and offences of conduct.

7.4.1.11   Student appeal and petition mechanisms.

7.4.1.12   Graduation requirements and practices and convocation practices.

7.4.1.13   Policies and practices for graduate student funding, e.g. minimum levels, length of commitment, both full-time and part-time.

7.4.1.14   Sources of graduate student funding, e.g. internal scholarships, A.A.'s and R.A.'s.

7.4.1.15   Committee Composition: This is a committee of the whole GPC.

7.5 **Admission, Scholarships and Awards Adjudication Committee**

7.5.1   Mandate: To review applications and determine which candidates to recommend to YSGS to be offered admission to the nursing graduate programs.

To make funding recommendations regarding scholarship and other graduate awards to Graduate Program Director (GPD) based on procedures and criteria determined by the committee.

7.5.2   Committee Composition: GPD, GPC Chair and PHCNP Site-Coordinator and graduate faculty members to a maximum of 10 graduate faculty members. GPA is ex-officio member.

7.5.3   Make recommendations re: policies and procedures of admissions, scholarship and awards procedures to the GPC.

7.6 **Program Membership Committee (PMC)**

   7.6.1   Mandate:

   7.6.1.1   To develop program-specific criteria and procedures for YSGS membership and supervisory responsibilities, which must be consistent with YSGS requirements and approved by YSGS Dean.

   7.6.1.2   To review membership applications at the program level in light of the rationale established for membership, and to submit its recommendations to the YSGS Dean.

   7.6.1.3   To review the YSGS membership list on an annual basis and submit it to the Dean of YSGS.

   7.6.2   Committee Composition: GPD and GPC Chair as ex-officio, voting members, 3 graduate faculty members. Chair of PMC will be elected at the first meeting.

   7.6.3   Procedures

   7.6.3.1   On an annual basis the GPD shall send the names of the PMC members and an updated list of YSGS membership to the YSGS Dean.

   7.6.3.2   The PMC shall review YSGS membership applications and submit its recommendations to the YSGS Dean for approval.

7.7 **Ad Hoc Committees**

   7.7.1   The GPC may constitute ad-hoc committees at any time to address specific topics.

   7.7.2   Membership and chair of ad-hoc committees will be determined at the time the committee is constituted.

   7.7.3   Members will hold office until the report of the committee has been submitted to, and accepted by, the GPC, or until such time as the ad-hoc committee has been dissolved.

Yeates SCHOOL OF GRADUATE STUDIES

GRADUATE PROGRAM COUNCIL BYLAWS

Master's of Urban Development

Approved by YSGS Council

27/02/2014

Approved by Dean, YSGS

18/03/2014

Approved by the Academic Governance and Policy Committee of Senate

dd/mm/yyyy

Approved by Senate

dd/mm/yyyy

1.   Definitions

Chair: Chair of Council, unless otherwise stated

Council: Graduate Program Council unless otherwise stated

Faculty: all full-time faculty members

Faculty Dean: The Dean of the Faculty of Community Services.

YSGS Dean: The Dean of the Yeates School of Graduate Studies

Graduate program: The graduate program in Master's of Urban Development.

Graduate Program Council (GPC): The program council of this graduate program.

Graduate Program Director: The program director of this graduate program.

Graduate Student: a student who is supervised, or co-supervised, by a faculty member associated with this graduate program.

Present: Present at a meeting is defined as in-person, by audio or audio-visual participation.

Program faculty member: A full-time faculty member teaching or supervising in the graduate program.

Program instructor: A non-faculty member teaching a course in this graduate program

Program student: A student who is enrolled in this graduate program.

School: School of Urban and Regional Planning.

School Director: Director of School of Urban and Regional Planning

Yeates School of Graduate Studies (YSGS): Ryerson University's school of graduate studies

2.   Mandate

Students, faculty members, and staff are partners in ensuring the successful functioning of graduate programs at Ryerson University. The Graduate Program Council (GPC) is the principal mechanism for bringing together these three constituencies to identify, discuss and address matters relating to that graduate program. The specific mandate of the GPC is:

2.1.   To develop and recommend policies relevant to the Graduate Program within the context of general University policies, especially those of the Yeates School of Graduate Studies (YSGS).

2.2.   To contribute actively to the operation and long-term planning of the graduate program and YSGS through the creation of committees, working groups and other mechanisms as deemed appropriate.

2.3.   To ensure the graduate program remains current and relevant by recommending changes to the current curriculum and methods of delivery.

2.4. To provide a forum for discussion, and dissemination of information on matters pertaining to the graduate program and YSGS.

3. Authority

The GPC operates in the spirit of policy adopted by Senate, in particular, Policy #45: *Constitutional Provisions for Department/School Councils*.

3.1. The GPC is responsible for academic policy and procedure recommendations pertaining to graduate education and graduate offerings specific to this graduate program/Department/School/Faculty. The GPC will collaborate in a transparent manner with related Department/School Council(s), Chair(s)/Director(s), affected Faculty Dean(s) or designate(s), the Dean of YSGS, the YSGS Council and its standing committees.

3.2. The GPC may **approve** policy and procedures with significance and effect only in the program. The GPC must consult with the GPD, affected Faculty Dean(s) or designate(s), Faculty Council(s) where appropriate, the Dean of Record, and the Dean of YSGS before implementing any policy or procedure. The Dean of YSGS shall ensure that all consultations have occurred before endorsing the implementation of any policy or procedure.

3.3. The GPC may **recommend and communicate** policies and procedures with implications beyond the program. Affected Faculty Dean(s), and/or designate(s) and/or the Dean of Record must endorse recommended policies and procedures before they are submitted to the Dean of YSGS and YSGS Council. The YSGS Council makes recommendations for approval to Senate.

3.4. The GPC may report directly to the YSGS Council on issues specific to the respective program, and/or matters of general interest. Department/School based programs should copy their respective Department/School Councils on such reports.

3.5. Input to committees:

3.5.1. The GPC and committees will review all matters pertaining to their mandates on their own initiative.

3.5.2. The GPC may also request that committees review any particular matter.

Without prejudice to any policy of the Ryerson Senate, the authority of the GPC will embrace these additional principles:

3.6. The GPC will not enter into debate or take action on any matter that would violate the Ryerson University Act, or any policy of Senate.

3.7. The GPC will not enter into debate or take action on any matter that would violate Ryerson University's and/or statutory confidentiality requirements in respect to students, faculty or staff, or on matters of a contractual nature.

3.8. The GPC does not have the authority to override decisions made by other Department/School Committees that do not report to it. The GPC does, however, have the authority to discuss such decisions and to provide advice, except in cases precluded by considerations of confidentiality and/or contractual requirements, as specified above. The determination of such restrictions is the responsibility of the Departmental Chair and the GPD. The GPC is advisory to the Department Chair on matters that are contractually the responsibility of the Department Chair.

3.9. In the event of a disagreement between the GPC and the Dean of YSGS, the disagreement will be referred by the disputants to the Vice-President, Academic. In the event of continuing disagreements, the matter shall be reported to the President for action.

4.   Membership

In accordance with Policy 45, membership has been determined via a consultative process involving the GPD, affected Chair(s)/Director(s), affected faculty Deans, and the Dean, YSGS. GPC Membership includes the following:

4.1. The Graduate Program Director (GPD)

4.2. The Department/School Chair/Director

4.3. 7 program faculty members who are active YSGS members **and** currently teaching regularly in, supervising students of, or active in the administration of the graduate program. Members will be elected by and from faculty by way of a fair and transparent method at the same time other SURP committees are established.

4.4. There will be three student members: The President and Vice-President of the Ryerson Planning Graduate Students Association will serve as student representatives and 1 member elected by the first year cohort of students.

4.5. The Graduate Program Administrator is a non-voting member of Council.

4.6. The GPC is re-constituted at the beginning of each academic year.

5. Chair

5.1. The Graduate Program Director serves as Chair of the GPC.

5.2. The GPC Chair is responsible for:

- Calling and conducting meetings, and confirming quorum;

- Setting agendas;

- Maintaining a written record of GPC decisions, actions, and recommendations, and ensuring that a copy of these records is filed with YSGS;

- Monitoring follow-up to GPC actions;

- Submitting relevant agenda items to applicable YSGS committees (e.g., Programs and Planning Committee) or to the YSGS Council.

5.3. The GPC Chair is an ex-officio member of all GPC committees.

5.4. The GPC Chair may request another GPC member to act as GPC Chair on an interim basis.

6. GPC Procedures

6.1. GPCs will meet at least twice per year, once in each of the Fall and Winter semesters. Meetings will be scheduled to permit sufficient time for submissions to be made, for information or approval where applicable, to other committees and councils. Additional meetings may be held at the call of the GPC Chair or at the request of Council members.

6.2. Notices of meetings will normally be distributed electronically at least 5 working days in advance.

6.3. The GPC Chair shall vote only in the event of a tie.

6.4. Quorum is 50% of the GPC's full membership (rounded down in the event of an uneven number of members) including a minimum of 4 program faculty members.

6.5. Voting matters are normally decided by a simple majority of voting members present at a meeting (see 6.9 for exception)

6.6. Decisions may be taken outside meetings through ballots distributed electronically or physically to all members at the discretion of Chair of the GPC.

6.7. All members are expected to be present at Council and, where relevant, committee and sub-committee meetings. If members are unable to be present they are to inform the Chair of the GPC, relevant committee or sub-committee in advance of the meeting, or as soon as possible thereafter

6.8. Any Council member may be present at a meeting of any committee, of which he/she is not a formal member, as a non-voting participant.

6.9. A decision to amend GPC Bylaws requires a two-thirds majority of voting members present at the meeting, and can be taken only after written notice has been provided to all members at least 5 days in advance of the meeting. There is no proxy voting, and GPC members must be present at a GPC meeting to vote (except where 6.6 applies).

7. Standing Committees

GPC sub-committees (which may be Committees of the Whole) may be established, with mandate and authority specified at the time of the creation. Where decision-making power is delegated to such sub-committees, their responsibilities and composition must be specified in these bylaws. If sub-committees are deemed appropriate by the GPC, consideration should be given to those areas (e.g., curriculum, scholarship and awards, admissions) included in the YSGS governance structure. Other sub-committees may be established in accordance with GPC bylaws.

7.1. Additional committees, coordinator and working groups can be established at any time with the approval of the GPC.

7.2. Membership of all committees and sub-committees is on a volunteer basis and should be approved by the GPC.

7.3. The term of office of members of any committee or sub-committee is 1 year from September 1 to August 31. There is no limit to the number of terms committee and sub-committee members may serve, provided that the member is re-elected every year.

The Standing Committees of the GPC are as follows:

7.4. Admissions, Scholarships, and Awards

7.4.1. Mandate: to make recommendations to the YSGS Council, or relevant subcommittee, regarding the following:

    7.4.1.1. Decisions about, procedures, practices and standards for admission into graduate programs, including academic and non-academic qualifications (ESL, standards, etc.);

7.4.2. Mandate:

    7.4.2.1. To review and select candidates for admissions, scholarships and awards.

    7.4.2.2. To recommend policies and practices for graduate student funding, e.g. minimum levels, length of commitment, both full-time and part-time;

    7.4.2.3. To recommend sources of graduate student funding, e.g. internal scholarships, A.A.'s and R.A.'s; and

    7.4.2.4. Recommendations about School of Urban and Regional Planning Graduate Awards

    7.4.2.5. Recommend selection procedures.

7.4.3. Committee Composition: Graduate Program Director, 2 selected Graduate Council Members who are program faculty members, Program Administrator ex officio.

7.5. Program Committee

7.5.1.   Mandate: to make recommendations to the YSGS Council, or relevant subcommittee, regarding the following:

7.5.1.1.   Provide input on recruitment mechanisms;

7.5.1.2.   Registration practices (course selection and approval);

7.5.1.3.   Standards for maintaining good standing (grades, continuous registration, etc.);

7.5.1.4.   Residency/post residency requirements;

7.5.1.5.   Full-time and part-time status requirements and procedures;

7.5.1.6.   Procedures and practices for graduate examinations, in particular, comprehensive examinations, thesis requirements and thesis examination practices;

7.5.1.7.   Time limits for completion of graduate programs;

7.5.1.8.   Definition of instructional offence and offences of conduct;

7.5.1.9.   Mechanisms for student appeal and petition;

7.5.1.10.   Graduation requirements and practices and convocation practices;

7.5.1.11.   Professional accreditation;

7.5.1.12.   Membership related issues:

7.5.1.12.1.1.1. To develop program-specific criteria and procedures for YSGS membership and supervisory responsibilities, which must be consistent with YSGS requirements and approved by YSGS Dean;

7.5.1.12.1.1.2. To review membership applications at the program level in light of the rationale established for membership, and to submit its recommendations to the Dean of YSGS; and

7.5.1.12.1.1.3. To review the YSGS membership list on an annual basis and submit it to the Dean of YSGS.

7.5.1.12.1.1.4. Procedures

7.5.1.12.1.1.4.1.   On an annual basis the GPD shall send the names of the PMC members and an updated list of YSGS membership to the YSGS Dean;

7.5.1.12.1.1.4.2.   The PC shall review YSGS membership applications and submit its recommendations to the YSGS Dean for approval.

7.5.2. Committee Composition: Graduate Program Director, School Director or their designate, 1 elected student member from GPC membership, 1 elected program faculty member from GPC membership, Graduate Program Administrator.

7.6. Ad Hoc Committees

      7.6.1.   The GPC may constitute ad-hoc committees to address specific topics.

      7.6.2.   Membership of ad-hoc committees will be determined at the time the committee is constituted.

      7.6.3.   Members will hold office until the report of the committee has been submitted to, and accepted by, the GPC, or until such time as the ad-hoc committee has been dissolved.

7.7. Appeals

      7.7.1.All appeals will be handled by the School of Urban and Regional Planning Appeals committee that will consider appeals for both the graduate and undergraduate programs.

Yeates SCHOOL OF GRADUATE STUDIES

GRADUATE PROGRAM COUNCIL BYLAWS

Aerospace Engineering Graduate Program

Approved by YSGS Council

27/02/2014

Approved by Dean, YSGS

18/03/2014

Approved by the Academic Governance and Policy Committee of Senate

dd/mm/yyyy

Approved by Senate

dd/mm/yyyy

1.   Definitions

Chair: Chair of Council, unless otherwise stated

Director: The Graduate Program Director (GPD)

Council: Graduate Program Council (GPC) unless otherwise stated

Faculty: all full-time faculty members

Graduate Student: a student who is enrolled in this graduate program; or supervised, or co-supervised, by a faculty member associated with this graduate program.

2.   Mandate

Students and faculty are partners in ensuring the successful functioning of graduate programs at Ryerson University. The Graduate Program Council (GPC) is the principle mechanism for bringing together these two constituencies to identify, discuss and address matters relating to that graduate program. The specific mandate of the GPC is:

2.1.   To develop and recommend policies relevant to the Graduate Program within the context of general University policies, especially those of the Yeates School of Graduate Studies (YSGS).

2.2.   To contribute actively to the operation and long-term planning of the graduate program and YSGS through the creation of committees, working groups and other mechanisms as deemed appropriate.

2.3.   To ensure the graduate program remains current and relevant by recommending changes to the current curriculum and methods of delivery.

2.4.   To provide an arena for the debate, discussion, and dissemination of information on matters pertaining to the graduate program and YSGS.

3.   Authority

The GPC will operate in the spirit of policy adopted by Senate, in particular, Policy #45: *Constitutional Provisions for Department/School Councils*.

3.1.   The GPC is responsible for academic policy and procedure recommendations pertaining to graduate education and graduate offerings specific to this graduate program. The GPC will collaborate in a transparent manner with related Department Council(s), Chair(s), affected Faculty Dean(s) or designate(s), the Dean of YSGS, the YSGS Council and its standing committees.

3.2.   The GPC may **approve** policy and procedures with significance and effect only in the program. The GPC must consult with the GPD, affected Faculty Dean(s) or designate(s), Faculty Council(s) where appropriate, the Dean of Record, and the Dean of YSGS before implementing any policy or procedure. The Dean of YSGS

shall ensure that all consultations have occurred before endorsing the implementation of any policy or procedure.

3.3. The GPC may **recommend and communicate** policies and procedures with implications beyond the program. Affected Faculty Dean(s), and/or designate(s) and/or the Dean of Record must endorse recommended policies and procedures before they are submitted to the Dean of YSGS and YSGS Council. The YSGS Council makes recommendations for approval to Senate.

3.4. The GPC may report directly to the YSGS Council on issues specific to the respective program, and/or matters of general interest. Department based programs should copy their respective Department Councils on such reports.

3.5. Input to committees:

   3.5.1. GPC and committees will review all matters pertaining to their mandates on their own initiative.

   3.5.2. GPC may also request that committees review any particular matter.

Without prejudice to any policy of the Ryerson Senate, the authority of the GPC will embrace these additional principles:

3.6. The GPC will not enter into debate or take action on any matter that would violate the Ryerson University Act, or any policy of Senate.

3.7. The GPC will not enter into debate or take action on any matter that would violate Ryerson University's and/or statutory confidentiality requirements in respect to students, faculty or staff, or on matters of a contractual nature.

3.8. The GPC does not have the authority to override decisions made by other Department Committees that do not report to it. The GPC does, however, have the authority to discuss such decisions and to provide advice, except in cases precluded by considerations of confidentiality and/or contractual requirements, as specified above. The determination of such restrictions is the responsibility of the [Departmental Chair]. The GPC is advisory to the Department Chair on matters that are contractually the responsibility of the Chair.

3.9. In the event of a disagreement between the GPC and the Dean of YSGS, the disagreement will be referred by the disputants to the Vice-President, Academic. In the event of continuing disagreements, the matter shall be reported to the President for action.

4.   Membership

In accordance with Policy 45, membership has been determined via a consultative process involving the GPD, affected Chair(s)/Director(s), affected faculty Deans, and the Dean, YSGS. GPC Membership includes the following:

4.1. The Graduate Program Director (GPD)

4.2. The Department Chair

4.3. All faculty members who are active YSGS members **and** currently teaching regularly in, supervising students of, or active in the administration of the graduate program.

4.4. 2 Graduate student representatives, elected by and from graduate students in the Aerospace Engineering Program. The term of GPC membership will be 1 year. All student members may stand for re-election

4.5. The Graduate Program Administrator who will be a non-voting member of Council.

5. Chair

5.1. The Chair of the GPC will be elected by GPC members at the first meeting of the academic year and will preside for a term of 3 years.

5.2. The GPC Chair is responsible for (or ensuring that the following are conducted):

5.2.1. Calling and conducting meetings, and confirming quorum.

5.2.2. Setting agendas.

5.2.3. Maintaining a written record of Council decisions, actions, and recommendations, and ensuring that a copy of these records is filed with the YSGS Graduate Studies Assistant.

5.2.4. Monitoring follow up to Council actions.

5.2.5. Submitting relevant agenda items to applicable YSGS committees (e.g., Programs and Planning Committee) or to the YSGS Council.

5.3. The GPC Chair is an ex-officio member of all GPC committees and sub-committees.

5.4. The GPC Chair may request another council member to act as Chair on an interim basis.

5.5. There is no limit to the number of terms that a GPC Chair may serve, provided that an election is duly held each term.

6. GPC Procedures

6.1. GPCs will meet at least twice per year, once in each of the Fall and Winter semesters. Meetings will be scheduled to permit sufficient time for submissions to be made, for information or approval where applicable, to other committees and councils. Additional meetings may be held at the call of the GPC Chair or at the request of Council members.

6.2. Notices of meetings will normally be distributed at least 5 days in advance.

6.3.   Only faculty and student members of the GPC are voting members. The GPC Chair shall vote only in the event of a tie. Staff may serve on the GPC or its committees but are non-voting.

6.4.   Quorum is 50% of the GPC's voting membership, and the majority of the members present must be voting faculty members.

6.5.   Voting matters are normally decided by a simple majority of voting members present at a meeting.

6.6.   Decisions may be taken outside meetings through ballots distributed electronically or physically to all members.

6.7.   All members are expected to attend Council and, where relevant, committee and sub-committee meetings. If members are unable to attend they are to inform the Chair of the GPC, relevant committee or sub-committee in advance of the meeting, or as soon as possible thereafter

6.8.   Any faculty Council member may attend a meeting of any committee, of which he/she is not a formal member, as a non-voting participant.

6.9.   A decision to amend GPC Bylaws requires a two-thirds majority of voting members present at the meeting, and can be taken only after written notice has been provided to all members at least 5 days in advance of the meeting. There is no proxy voting, and GPC members must be in attendance at a GPC meeting to vote (except where 6.6 applies).

7. Standing Committees

[GPC sub-committees (which may be Committees of the Whole) may be established, with mandate and authority specified at the time of the creation. Where decision-making power is delegated to such sub-committees, their responsibilities and composition must be specified in these bylaws. If sub-committees are deemed appropriate by the GPC, consideration should be given to those areas (e.g., curriculum, scholarship and awards, admissions) included in the YSGS governance structure. Other sub-committees may be established in accordance with GPC bylaws.]

7.1.   Additional Ad-Hoc committees, coordinator and working groups can be established at any time with the approval of the GPC.

7.2.   Membership of all committees and sub-committees is on a volunteer basis and should be approved by the GPC.

7.3.   The term of office of members of any committee or sub-committee is 1 year from September 1 to August 31. There is no limit to the number of terms committee and sub-committee members may serve, provided that the member is re-elected every year.

The Standing Committees of the GPC are as follows:

7.4. Program and Studies

7.4.1. Mandate: to make recommendations to the YSGS Council, or relevant subcommittee, regarding the following:

   7.4.1.1.   Recruitment mechanisms;

   7.4.1.2.   Procedures, practices and standards for admissions into graduate programs, including academic and non-academic qualifications (ESL, standards, etc.);

   7.4.1.3.   Registration practices (course selection and approval);

   7.4.1.4.   Standards for maintaining good standing (grades, continuous registration, etc.);

   7.4.1.5.   Residency/post residency requirements;

   7.4.1.6.   Full-time and part-time status requirements and procedures;

   7.4.1.7.   Procedures and practices for graduate examinations, in particular, comprehensive examinations, thesis requirements and thesis examination practices;

   7.4.1.8.   Time limits for completion of graduate programs;

   7.4.1.9.   Definition of instructional offence and offences of conduct;

   7.4.1.10.   Student appeal and petition mechanisms; and

   7.4.1.11.   Graduation requirements and practices and convocation practices.

7.4.2. Committee Composition: GPD, GPC Chair as ex-officio member, Aerospace Engineering Department Chair, 3 faculty members and one student representative.

7.5. Scholarships and Awards

7.5.1. Mandate:

   7.5.1.1.   To recommend policies and practices for graduate student funding, e.g. minimum levels, length of commitment, both full-time and part-time;

   7.5.1.2.   To recommend sources of graduate student funding, e.g. internal scholarships, G.A.'s and R.A.'s;

   7.5.1.3.   Recommend selection procedures.

7.5.2. Committee Composition: GPD, GPC Chair as ex-officio member, Aerospace Engineering Department Chair, 3 faculty members.

7.6. Program Membership Committee

7.6.1. Mandate:

        7.6.1.1.   To develop program-specific criteria and procedures for YSGS membership and supervisory responsibilities, which must be consistent with YSGS requirements and approved by YSGS Dean;

        7.6.1.2.   To review membership applications at the program level in light of the rationale established for membership, and to submit its recommendations to the Dean of YSGS; and

        7.6.1.3.   To review the YSGS membership list on an annual basis and submit it to the Dean of YSGS.

    7.6.2.   Committee Composition: GPD, GPC Chair as ex-officio member, Aerospace Engineering Department Chair, 3 faculty members.

    7.6.3.   Procedures

        7.6.3.1.   On an annual basis the GPD shall send the names of the PMC members and an updated list of YSGS membership to the YSGS Dean;

        7.6.3.2.   The PMC shall review YSGS membership applications and submit its recommendations to the YSGS Dean for approval.

7.7. Ad Hoc Committees

    7.7.1.   The GPC may constitute ad-hoc committees to address specific topics.

    7.7.2.   Membership of ad-hoc committees will be determined at the time the committee is constituted.

    7.7.3.   Members will hold office until the report of the committee has been submitted to, and accepted by, the GPC, or until such time as the ad-hoc committee has been dissolved.

Yeates SCHOOL OF GRADUATE STUDIES

GRADUATE PROGRAM COUNCIL BYLAWS

Applied Mathematics

Approved by YSGS Council

27/02/2014

Approved by Dean, YSGS

18/03/2014

Approved by the Academic Governance and Policy Committee of Senate

dd/mm/yyyy

Approved by Senate

dd/mm/yyyy

1.   Definitions

Department: Department of Mathematics

Program: Graduate Program(s) from the Department of Mathematics

GPC: Graduate Program Council (Department of Mathematics)

GPC Chair: Chair of GPC

GPD: Graduate Program Director

Department Chair: Chair of the Department of Mathematics

Faculty: all full-time faculty members in the Department of Mathematics

Graduate Student: a student enrolled in the Program

YSGS: Yeates School of Graduate Studies

2.   Mandate

Students and faculty are partners in ensuring the successful functioning of graduate programs at Ryerson University. The GPC is the principle mechanism for bringing together these two constituencies to identify, discuss and address matters relating to that graduate program. The specific mandate of the GPC is:

2.1.   To develop and recommend policies relevant to the Program within the context of general University policies, especially those of the YSGS.

2.2.   To contribute actively to the operation and long-term planning of the graduate program and YSGS through the creation of sub-committees, working groups and other mechanisms as deemed appropriate.

2.3.   To ensure the graduate program remains current and relevant by recommending changes to the current curriculum and methods of delivery.

2.4.   To provide an arena for the debate, discussion, and dissemination of information on matters pertaining to the graduate program and YSGS.

3.   Authority

The GPC will operate in the spirit of policy adopted by Senate, in particular, Policy #45: *Constitutional Provisions for Department/School Councils*.

3.1.   The GPC is responsible for academic policy and procedure recommendations pertaining to graduate education and graduate offerings specific to this graduate program/Department/School/Faculty. The GPC will collaborate in a transparent manner with related Department/School Council(s), Chair(s)/Director(s), affected Faculty Dean(s) or designate(s), the Dean of YSGS, the YSGS Council and its standing committees.

3.2.   The GPC may **approve** policy and procedures with significance and effect only in the program. The GPC must consult with the GPD, affected Faculty Dean(s) or designate(s), Faculty Council(s) where appropriate, the Dean of Record, and the Dean of YSGS before implementing any policy or procedure. The Dean of YSGS shall ensure that all consultations have occurred before endorsing the implementation of any policy or procedure.

3.3.   The GPC may **recommend and communicate** policies and procedures with implications beyond the program. Affected Faculty Dean(s), and/or designate(s) and/or the Dean of Record must endorse recommended policies and procedures before they are submitted to the Dean of YSGS and YSGS Council. The YSGS Council makes recommendations for approval to Senate.

3.4   The GPC may report directly to the YSGS Council on issues specific to the respective program, and/or matters of general interest. Department/School based programs should copy their respective Department/School Councils on such reports.

3.4.   Input to committees:

    3.4.1.   GPC and its committees will review all matters pertaining to their mandates on their own initiative.

    3.4.2.   GPC may also request that committees review any particular matter.

Without prejudice to any policy of the Ryerson Senate, the authority of the GPC will embrace these additional principles:

3.5.   The GPC will not enter into debate or take action on any matter that would violate the Ryerson University Act, or any policy of Senate.

3.6.   The GPC will not enter into debate or take action on any matter that would violate Ryerson University's and/or statutory confidentiality requirements in respect to students, faculty or staff, or on matters of a contractual nature.

3.7.   The GPC does not have the authority to override decisions made by other Department/School Committees that do not report to it. The GPC does, however, have the authority to discuss such decisions and to provide advice, except in cases precluded by considerations of confidentiality and/or contractual requirements, as specified above. The determination of such restrictions is the responsibility of the Department Chair. The GPC is advisory to the Department Chair on matters that are contractually the responsibility of the GPC Chair.

3.8.   In the event of a disagreement between the GPC and the Dean of YSGS, the disagreement will be referred by the disputants to the Vice-President, Academic. In the event of continuing disagreements, the matter shall be reported to the President for action.

4. Membership

In accordance with Policy 45, membership has been determined via a consultative process involving the GPD, affected Chair(s)/Director(s), affected faculty Deans, and the Dean, YSGS. GPC Membership includes the following:

4.1. The GPD

4.2. The Department Chair

4.3. All Faculty members who are members of the YSGS

4.4. One graduate student representative from each program of study (e.g. PhD., MSc.) elected by and from graduate students in that program of study.

4.5. The term of GPC membership is 1 year for students, they may stand for re-election.

5. GPC Chair

5.1. The GPC Chair will be elected by GPC members at the first meeting. The position of Chair will be re-elected at the beginning of each academic year.

5.2. The GPC Chair is responsible for (or ensuring that the following are conducted):

5.2.1. Gathering an agenda, calling and conducting meetings, and confirming quorum (quorum is defined below in this document).

5.2.2. Maintaining a written record of Council decisions, actions, and recommendations, and ensuring that a copy of these records is sent to the Graduate Program Administrator who will file the records and will make arrangements to file the documents with the YSGS Graduate Studies Assistant as well.

5.2.3. Monitoring follow up to Council actions.

5.2.4. Submitting relevant agenda items to applicable YSGS committees (if any) or to the YSGS Council.

5.3. The GPC Chair is an ex-officio member of all GPC committees.

5.4. The GPC Chair may request another council member to act as Chair on an interim basis.

5.5. There is no limit to the number of terms that a GPC Chair may serve, provided that an election is duly held each year.

6. GPC Procedures

6.1. Meetings will take place after an agenda has been set and the meeting called by the GPC Chair. Upon unanimous agreement among GPC members, discussions and follow ups may be taken outside meetings through electronic communication.

6.2. Meetings will be scheduled to permit sufficient time for submissions to be made, for information or approval where applicable, to other committees and councils. Additional meetings may be held at the call of the GPC Chair or at the request of the GPC members.

6.3. Notices of meetings will normally be distributed at least 5 days in advance.

6.4. Only faculty and student members of the GPC are voting members. The GPC Chair shall vote only in the event of a tie.

6.5. Quorum is at least 50% of the GPC membership.

6.6. Voting matters are normally decided by a simple majority of voting members present at a meeting.

6.7. Upon unanimous agreement among GPC members, decisions may be taken outside meetings through ballots distributed electronically or physically to all members.

6.8. A decision to amend GPC bylaws requires a two-thirds majority of voting members present at the meeting, and can be taken only after written notice has been provided to all members at least one week in advance of the meeting. There is no proxy voting, and GPC members must be in attendance at a GPC meeting to vote (except where 6.7 applies).

7. Standing Committees

Committees, their coordinators and working groups can be established at any time with the approval of the GPC, the mandates and authority are specified at the time of the creation. Where decision-making power is delegated to such a committee, their responsibilities and composition must be specified in these bylaws.

7.1. Membership to a committee is on a volunteer basis and should be approved by the GPC.

7.2. The term of office of members of any committee is 1 year from September 1 to August 31. There is no limit to the number of terms committee members may serve, provided that the member is re-elected every year.

The Standing Committees of the GPC are as follows:

7.3. Policy Committee

Mandate: The committee makes recommendations to the Graduate Program Director as well as to YSGS Council, or its relevant committees, on procedures, standards, and practices regarding graduate admissions and graduate studies, scholarships and awards, and graduate faculty membership. Items to be considered by the Policy Committee are:

- Recommend admissions criteria and procedures for the program;

- Recommend policies and practices for graduate student funding;

- Recommend scholarships and awards selection procedures;

- Develop program-specific criteria and procedures for program faculty membership and supervisory responsibilities;

- Review the graduate program's curriculum, and make recommendations pertaining to its integrity, coordination, relevance, currency, and methods of delivery;

Membership: Committee of the whole (i.e. members of the GPC are automatically members of this committee).

7.4. Research and Graduate Studies Committee (of GPC)

Mandate: The committee advises the Graduate Program Director and the Department Chair on the operation of the graduate program. Items to be considered by the Research and Graduate Studies Committee are:

- Review admissions applications and recommend admissions decisions and funding offers;

- Recommend allocation of graduate scholarships and awards;

- Recommend allocation of research assistant and graduate assistant positions;

- Assist with award nominations;

- Review and recommend the assignment of graduate courses to faculty members and instructors;

- Make recommendations on the use of the program's operating budget, e.g. for student conference travel support;

- Review student appeals and recommend appeal decisions;

- Review applications for membership in the program faculty, and to submit its recommendations to the Dean of YSGS;

- Review the program faculty membership on an annual basis and submit the list to the Dean of YSGS.

Membership: GPC Chair, GPD. The remaining of the committee members are the same as in the Research and Graduate Studies Committee (of the Departmental Council). Due to the confidential nature of the committee's responsibilities, there are no student members.

Clarification: implicit above is the fact that there are two Research and Graduate Studies Committees, one of the GPC and the other one of the Departmental Council. To avoid duplication of bureaucracy, we have used the same name for the committees and the same faculty membership (excluding students).

7.4. Ad Hoc Committees

7.4.1.   The GPC may constitute ad-hoc committees to address specific topics.

7.4.2.   Membership of ad-hoc committees will be determined at the time the committee is constituted.

7.4.3.   Members will hold office until the report of the committee has been submitted to, and accepted by, the GPC, or until such time as the ad-hoc committee has been dissolved.

Yeates SCHOOL OF GRADUATE STUDIES

GRADUATE PROGRAM COUNCIL BYLAWS

Biomedical Physics

Approved by YSGS Council

27/02/2014

Approved by Dean, YSGS

18/03/2014

Approved by the Academic Governance and Policy Committee of Senate

dd/mm/yyyy

Approved by Senate

dd/mm/yyyy

1.   Definitions

Chair: Chair of Council, unless otherwise stated

Council: Graduate Program Council unless otherwise stated

Faculty: all full-time faculty members

Graduate Program: MSc and PhD in Biomedical Physics

Graduate Student: a student who is supervised, or co-supervised, by a faculty member associated with one's graduate program.

Active in the programs: someone who is currently involved in teaching, supervision of students, or administration in the graduate program.

Technical support staff: all technologists, technicians and lab supervisors in the Department of Physics who are involved in graduate studies.

2.   Mandate

Students and faculty are partners in ensuring the successful functioning of graduate programs at Ryerson University. The Graduate Program Council (GPC) is the principle mechanism for bringing together these two constituencies to identify, discuss and address matters relating to that graduate program. The specific mandate of the GPC is:

2.1.   To develop and recommend policies relevant to the Graduate Program within the context of general University policies, especially those of the Yeates School of Graduate Studies (YSGS).

2.2.   To contribute actively to the operation and long-term planning of the graduate program and YSGS through the creation of committees, working groups and other mechanisms as deemed appropriate.

2.3.   To ensure the graduate program remains current and relevant by recommending changes to the current curriculum and methods of delivery.

2.4.   To provide an arena for the debate, discussion, and dissemination of information on matters pertaining to the graduate program and YSGS.

3.   Authority

The GPC will operate in the spirit of policy adopted by Senate, in particular, Policy #45: *Constitutional Provisions for Department/School Councils*.

3.1.   The GPC is responsible for academic policy and procedure recommendations pertaining to graduate education and graduate offerings specific to this graduate program. The GPC will collaborate in a transparent manner with related Department/School Council(s), Chair(s)/Director(s), affected Faculty Dean(s) or designate(s), the Dean of YSGS, the YSGS Council and its standing committees.

3.2.   The GPC may **approve** policy and procedures with significance and effect only in the program. The GPC must consult with the GPD, affected Faculty Dean(s) or designate(s), Faculty Council(s) where appropriate, the Dean of Record, and the Dean of YSGS before implementing any policy or procedure. The Dean of YSGS shall ensure that all consultations have occurred before endorsing the implementation of any policy or procedure.

3.3.   The GPC may **recommend and communicate** policies and procedures with implications beyond the program. Affected Faculty Dean(s), and/or designate(s) and/or the Dean of Record must endorse recommended policies and procedures before they are submitted to the Dean of YSGS and YSGS Council. The YSGS Council makes recommendations for approval to Senate.

3.4.   The GPC may report directly to the YSGS Council on issues specific to the respective program, and/or matters of general interest and copy the Department of Physics Council on such reports.

3.5.   Input to committees:

    3.5.1.   GPC and committees will review all matters pertaining to their mandates on their own initiative.

    3.5.2.   GPC may also request that committees review any particular matter.

Without prejudice to any policy of the Ryerson Senate, the authority of the GPC will embrace these additional principles:

3.6.   The GPC will not enter into debate or take action on any matter that would violate the Ryerson University Act, or any policy of Senate.

3.7.   The GPC will not enter into debate or take action on any matter that would violate Ryerson University's and/or statutory confidentiality requirements in respect to students, faculty or staff, or on matters of a contractual nature.

3.8.   The GPC does not have the authority to override decisions made by other Department Committees that do not report to it. The GPC does, however, have the authority to discuss such decisions and to provide advice, except in cases precluded by considerations of confidentiality and/or contractual requirements, as specified above. The determination of such restrictions is the responsibility of the Departmental Chair. The GPC is advisory to the Department Chair on matters that are contractually the responsibility of the Chair.

3.9.   In the event of a disagreement between the GPC and the Dean of YSGS, the disagreement will be referred by the disputants to the Vice-President, Academic. In the event of continuing disagreements, the matter shall be reported to the President for action.

4.   Membership

In accordance with Policy 45, membership has been determined via a consultative process involving the GPD, affected Chair(s)/Director(s), affected faculty Deans, and the Dean, YSGS. GPC Membership includes the following:

4.1.   The Graduate Program Director (GPD).

4.2.   The Department Chair.

4.3.   All faculty members who are full YSGS members and who are active in the programs.

4.4.   All Associate YSGS members and Adjunct members of the Department who are active in the programs, as non-voting members.

4.5.   Three Graduate Student representatives with at least one from each program, elected by and from students in the graduate programs.

4.6.   Technical support staff, as non-voting members.

4.7.   The term of GPC membership will be 1 year for graduate students. All members may stand for re-election.

4.8.   Graduate Program Assistant, as a non-voting member.

5. Duties of Office

5.1 Chair

5.1.1   The Chair of the GPC will be elected by GPC members at the first meeting. The position of Chair will be re-elected at the beginning of each academic year.

5.1.2   The GPC Chair is responsible for (or ensuring that the following are conducted):
a. Calling and conducting meetings, and confirming quorum.
b. Setting agendas.
c. Monitoring follow up to Council actions.
d. Submitting relevant agenda items to applicable YSGS committees (e.g., Programs and Planning Committee) or to the YSGS Council.

5.1.3   The GPC Chair is an ex-officio (non-voting) member of all GPC committees and sub-committees.

5.1.4   The GPC Chair may request another council member to act as Chair on an interim basis.

5.1.5   There is no limit to the number of terms that a GPC Chair may serve, provided that an election is duly held each year.

5.2 Secretary (non-voting)

5.2.1   Will be the Graduate Program Administrator.

5.2.2   Will be responsible for provision of written notice of Council meetings and distribution of the agenda one week prior to meetings.

5.2.3   Will be responsible for the compilation and distribution of the Minutes following meetings.

5.2.4   Will attend all meetings of Council and record and file all facts and minutes of all proceedings of the meetings.

5.2.5   Will maintain soft and master copies of the by-laws, procedures, and standing rules, revise them as Council approves changes, and ensure that the master copies are passed on to the succeeding secretary in a timely manner.

6. GPC Procedures

6.1.   GPCs will meet at least twice per year, once in each of the Fall and Winter semesters. Meetings will be scheduled to permit sufficient time for submissions to be made, for information or approval where applicable, to other committees and councils.

6.2.   Additional meetings may be held at the call of the GPC Chair or at least 20% of the full Council membership. The meeting shall occur no fewer than three business days and no more than 14 days after the Council Chair receives the request.

6.3.   Notices of meetings will normally be distributed at least 10 days in advance. The agenda will be distributed 2 days in advance.

6.4.   Quorum is 50% of the GPC's voting membership, and the majority of the members present must be voting faculty members.

6.5.   Voting matters are normally decided by a simple majority of voting members present at a meeting.

6.6.   Decisions, with the exception of amendments to the GPC By-Laws, may be taken outside meetings through ballots distributed electronically or physically to all members.

6.7.   All members are expected to attend Council and, where relevant, committee and sub-committee meetings. If voting members are unable to attend they are to inform the Chair of the GPC, relevant committee or sub-committee in advance of the meeting, or as soon as possible thereafter.

6.8.   Every Council member may, by means of a written proxy, appoint another Council member to act at any Council meeting to the extent and with the power conferred by

the proxy. It is the responsibility of the Council member to provide the Council Chair and the proxy delegate with the written proxy at least one hour prior to the meeting.

6.9. Any Council member may attend a meeting of any committee, of which he/she is not a formal member, as a non-voting participant.

6.10. A decision to amend GPC Bylaws requires a two-thirds majority of voting members present at the meeting, and can be taken only after written notice has been provided to all members at least 10 days in advance of the meeting. There is no proxy voting.

7. Standing Committees

Additional committees and working groups can be established at any time with the approval of the GPC. Membership of all committees and sub-committees is on a volunteer basis and should be approved by the GPC. The term of office of members of any committee or sub-committee is 1 year from September 1 to August 31. There is no limit to the number of terms committee and sub-committee members may serve, provided that the member is re-elected every year.

The Standing Committees of the GPC are as follows:

7.1 Curriculum

7.1.1   Mandate: to make recommendations to the YSGS Council, or relevant subcommittee, regarding the following:

7.1.1.1   Registration practices (course selection and approval);

7.1.1.2   Standards for maintaining good standing (grades, continuous registration, etc.);

7.1.1.3   Residency/post residency requirements;

7.1.1.4   Procedures and practices for graduate examinations, in particular, comprehensive examinations, thesis requirements and thesis examination practices;

7.1.1.5   Time limits for completion of graduate programs;

7.1.1.6   Definition of instructional offence and offences of conduct;

7.1.1.7   Student appeal and petition mechanisms; and

7.1.1.8   Graduation requirements and practices and convocation practices.

7.1.2   Committee Composition: GPD (voting), 2 faculty members who are full YSGS members and 1 student representative who is a member of the GPC.

7.2   Admissions and Scholarships

7.2.1   Mandate:

       7.2.1.1   To make recommendations to the YSGS Council, or relevant subcommittee, regarding recruitment mechanisms;

       7.2.1.2   To make recommendations to the YSGS Council, or relevant subcommittee, regarding procedures, practices and standards for admissions into the graduate programs, including academic and non-academic qualifications (ESL, standards, etc.);

       7.2.1.3   To make recommendations to the YSGS Council, or relevant subcommittee, regarding policies and practices for graduate student funding, e.g. minimum levels, length of commitment, both full-time and part-time;

       7.2.1.4   To make recommendations to the YSGS Council, or relevant subcommittee, regarding sources of graduate student funding, e.g. internal scholarships, A.A.'s and R.A.'s;

       7.2.1.5   To make recommendations to the YSGS Council, or relevant subcommittee, regarding selection procedures;

       7.2.1.6   Review and evaluate student applications to the program and approve prospective students for circulation to the Biomedical Physics membership; and

       7.2.1.7   Review and rank applications for scholarship competitions as required by the program.

    7.2.2   Committee Composition: GPD (non-voting) and 3 faculty members who are full YSGS members.

7.3   Program Membership

    7.3.1   Mandate:

       7.3.1.1   To develop program-specific criteria and procedures for YSGS membership and supervisory responsibilities, which must be consistent with YSGS requirements and approved by YSGS Dean;

       7.3.1.2   To review membership applications at the program level in light of the rationale established for membership, and to submit its recommendations to the Dean of YSGS; and

       7.3.1.3   To review the YSGS membership list on an annual basis and submit it to the Dean of YSGS.

    7.3.2   Committee Composition: GPD, Department Chair, 2 faculty members who are full YSGS members and 1 student representative who is a member of the GPC.

    7.3.3   Procedures:

       7.3.3.1   On an annual basis the GPD shall send the names of the PMC members and an updated list of YSGS membership to the YSGS Dean;

       7.3.3.2   The PMC shall review YSGS membership applications and submit its recommendations to the YSGS Dean for approval.

7.4 Ad Hoc Committees

7.4.1   The GPC may constitute ad-hoc committees to address specific topics.

7.4.2   Membership of ad-hoc committees will be determined at the time the committee is constituted.

7.4.3   Members will hold office until the report of the committee has been submitted to, and accepted by, the GPC, or until such time as the ad-hoc committee has been dissolved.

APPENDIX I: Academic Council Policy 45

APPENDIX II: Yeates School of Graduate Studies Membership Policy

Yeates SCHOOL OF GRADUATE STUDIES

GRADUATE PROGRAM COUNCIL BYLAWS

Graduate Program in Building Science

Approved by YSGS Council

27/02/2014

Approved by Dean, YSGS

18/03/2014

Approved by the Academic Governance and Policy Committee of Senate

dd/mm/yyyy

Approved by Senate

dd/mm/yyyy

1.   Definitions

Chair: Chair of Council, unless otherwise stated;

Council: Building Science Graduate Program Council (B.Sc. GPC);

Faculty: all full-time faculty members that are currently teaching courses offered and/or advising / supervising students in the Graduate Program in Building Science;

Graduate Student: a student who is currently registered in the Graduate Program in Building Science.

2.   Mandate

Students and faculty are partners in ensuring the successful functioning of graduate programs at Ryerson University. The Building Science Graduate Program Council (B.Sc. GPC) is the principle mechanism for bringing together these two constituencies to identify, discuss and address matters relating to that graduate program. The specific mandate of the B.Sc. GPC is:

2.1.   To develop and recommend policies relevant to the Graduate Program within the context of general University policies, especially those of the Yeates School of Graduate Studies (YSGS).

2.2.   To contribute actively to the operation and long-term planning of the graduate program and YSGS through the creation of committees, working groups and other mechanisms as deemed appropriate.

2.3.   To ensure the graduate program remains current and relevant by recommending changes to the current curriculum and methods of delivery.

2.4.   To provide an arena for the debate, discussion, and dissemination of information on matters pertaining to the graduate program and YSGS.

2.5.

3.   Authority

The GPC will operate in the spirit of policy adopted by Senate, in particular, Policy #45: *Constitutional Provisions for Department/School Councils*.

3.1.   The B.Sc. GPC is responsible for academic policy and procedure recommendations pertaining to graduate education and graduate offerings specific to this graduate program. The B.Sc. GPC will collaborate in a transparent manner with Department Council of the Department of Architectural Science, Department Chair, affected Faculty Dean or designate, the Dean of YSGS, the YSGS Council and its standing committees.

3.2. The B.Sc. GPC may approve policy and procedures with significance and effect only in the program. The B.Sc. GPC must consult with the Graduate Program Director (GPD), affected Faculty Dean or designate, Faculty Council where appropriate, the Dean of Record, and the Dean of YSGS before implementing any policy or procedure. The Dean of YSGS shall ensure that all consultations have occurred before endorsing the implementation of any policy or procedure.

3.3. The B.Sc. GPC may **recommend and communicate** policies and procedures with implications beyond the program. Affected Faculty Dean, and/or designate and/or the Dean of Record must endorse recommended policies and procedures before they are submitted to the Dean of YSGS and YSGS Council. The YSGS Council makes recommendations for approval to Senate.

3.4. The B.Sc. GPC may report directly to the YSGS Council on issues specific to the respective program, and/or matters of general interest. Department/School based programs should copy their respective Department/School Councils on such reports.

3.5. Input to committees:

    3.5.1. B.Sc. GPC and committees will review all matters pertaining to their mandates on their own initiative.

    3.5.2. B.Sc. GPC may also request that committees review any particular matter.

Without prejudice to any policy of the Ryerson Senate, the authority of the B.Sc. GPC will embrace these additional principles:

3.6. The B.Sc. GPC will not enter into debate or take action on any matter that would violate the Ryerson University Act, or any policy of Senate.

3.7. The B.Sc. GPC will not enter into debate or take action on any matter that would violate Ryerson University's and/or statutory confidentiality requirements in respect to students, faculty or staff, or on matters of a contractual nature.

3.8. The B.Sc. GPC does not have the authority to override decisions made by other Department/School Committees that do not report to it. The B.Sc. GPC does, however, have the authority to discuss such decisions and to provide advice, except in cases precluded by considerations of confidentiality and/or contractual requirements, as specified above. The determination of such restrictions is the responsibility of the Departmental Chair. The B.Sc. GPC is advisory to the Department Chair on matters that are contractually the responsibility of the Chair.

3.9. In the event of a disagreement between the B.Sc. GPC and the Dean of YSGS, the disagreement will be referred by the disputants to the Vice-President, Academic. In the event of continuing disagreements, the matter shall be reported to the President for action.

4. Membership

In accordance with Policy 45, membership has been determined via a consultative process involving the GPD, affected Chair(s)/Director(s), affected faculty Deans, and the Dean, YSGS. B.Sc. GPC Membership includes the following:

4.1. The Graduate Program Director (GPD);

4.2. The Department Chair;

4.3. All Ryerson full-time faculty members within the Department of Architectural Science that are currently teaching courses offered and/or advising / supervising students in the Graduate Program in Building Science. Faculty members on sabbatical supervising students remain members of the Council;

4.4. Graduate Student representatives from each program of study (one M.A.Sc, one M.B.Sc. – full time and one M.B.Sc. – part time) elected by and from graduate students in that program of study on annual basis. Student representatives must be in good academic standing;

4.5. The Graduate Program Administrator who will be a non-voting member of Council;

4.6. From time to time, the Council may invite outside members to attend council meetings. Faculty, industry representatives and students outside the Program may express the desire to be a part of the Council, to a maximum of one member.

5. Chair

5.1. The Chair of the GPC will be elected by B.Sc. GPC members at the first meeting. The position of Chair will be re-elected at the beginning of each academic year.

5.2. The B.Sc. GPC Chair is responsible for, or ensuring that the following are conducted:

5.2.1. Calling and conducting meetings, and confirming quorum;

5.2.2. Setting agendas;

5.2.3. Maintaining a written record of Council decisions, actions, and recommendations, and ensuring that a copy of these records is filed with the YSGS Graduate Studies Assistant;

5.2.4. Monitoring follow up to Council actions;

5.2.5. Submitting relevant agenda items to applicable YSGS committees (e.g., Programs and Planning Committee) or to the YSGS Council.

5.3. The B.Sc. GPC Chair is an ex-officio member of all B.Sc. GPC committees and sub-committees.

5.4. Where the GPD is not the B.Sc. GPC Chair, they too are ex-officio members of GPC committees;

5.5. The B.Sc. GPC Chair may request another council member to act as Chair on an interim basis.

5.6. There is no limit to the number of terms that a B.Sc. GPC Chair may serve, provided that an election is duly held each year.

6. B.Sc. GPC Procedures

6.1. B.Sc. GPCs will meet once per term at minimum, with the first meeting in academic year to be before September 30th each year. Meetings will be scheduled to permit sufficient time for submissions to be made, for information or approval where applicable, to other committees and councils. Additional meetings may be held at the call of the B.Sc. GPC Chair or at the request of Council members.

6.2. Notices of meetings will normally be distributed at least 5 days in advance.

6.3. Only faculty and student members of the B.Sc. GPC are voting members. The B.Sc. GPC Chair shall vote only in the event of a tie. Staff may serve on the B.Sc. GPC or its committees but are non-voting.

6.4. Quorum is 50% of the B.Sc. GPC's full membership; the majority of the members present must be voting faculty members and at least one student member must be present.

6.5. Voting matters are normally decided by a simple majority of voting members present at a meeting.

6.6. Decisions may be taken outside meetings through ballots distributed electronically or physically to all members.

6.7. All members are expected to attend Council and, where relevant, committee meetings. If members are unable to attend they are to inform the Chair of the B.Sc. GPC, relevant committee in advance of the meeting, or as soon as possible thereafter.

6.8. Any Council member may attend a meeting of any committee, of which he/she is not a formal member, as a non-voting participant.

6.9. A decision to amend B.Sc. GPC Bylaws requires a two-thirds majority of voting members present at the meeting, and can be taken only after written notice has been provided to all members at least 5 days in advance of the meeting. In this case, there is no proxy voting, and B.Sc. GPC members must be in attendance at a B.Sc. GPC meeting to vote (except where 6.6 applies).

7. Committees

B.Sc. GPC committees may be established, with mandate and authority specified at the time of the creation. Where decision-making power is delegated to such committees, their responsibilities and composition must be specified in these bylaws. If committees are deemed appropriate by the B.Sc. GPC, consideration should be given to those areas (e.g., curriculum, scholarship and awards, admissions) included in the YSGS governance structure. Other committees may be established in accordance with B.Sc. GPC bylaws.

7.1. Additional committees, coordinator and working groups can be established at any time with the approval of the B.Sc. GPC.

7.2. Membership of all committees and sub-committees is on a volunteer basis and should be approved by the B.Sc. GPC.

7.3. Members will hold office until the report of the committee has been submitted to, and accepted by, the B.Sc. GPC, or until such time as the committee has been dissolved.

Yeates SCHOOL OF GRADUATE STUDIES

GRADUATE PROGRAM COUNCIL BYLAWS

Chemical Engineering

Approved by YSGS Council
27/02/2014

Approved by Dean, YSGS
18/03/2014

~~Approved by YSGS Council~~
~~dd/mm/yyyy~~

~~Approved by Dean, YSGS~~
~~dd/mm/yyyy~~

Approved by the Academic Governance and Policy Committee of Senate
dd/mm/yyyy

Approved by Senate
dd/mm/yyyy

1.   Definitions

Chair: Chair of Council, unless otherwise stated

Council: Graduate Program Council unless otherwise stated

Faculty: all full-time faculty members

FEAS: Faculty of Engineering and Architectural Science

GPD: Graduate Program Director

Graduate Student: a student who is supervised, or co-supervised, by a faculty member associated with this graduate program.

2.   Mandate

Students and faculty are partners in ensuring the successful functioning of graduate programs at Ryerson University. The Graduate Program Council (GPC) is the principle mechanism for bringing together these two constituencies to identify, discuss and address matters relating to that graduate program. The specific mandate of the GPC is:

  2.1.   To develop and recommend policies relevant to the Graduate Program within the context of general University policies, especially those of the Yeates School of Graduate Studies (YSGS).

  2.2.   To contribute actively to the operation and long-term planning of the graduate program and YSGS through the creation of committees, working groups and other mechanisms as deemed appropriate.

  2.3.   To ensure the graduate program remains current and relevant by recommending changes to the current curriculum and methods of delivery.

  2.4.   To provide an arena for the debate, discussion, and dissemination of information on matters pertaining to the graduate program and YSGS.

3.   Authority

The GPC will operate in the spirit of policy adopted by Senate, in particular, Policy #45: *Constitutional Provisions for Department Councils*.

  3.1.   The GPC is responsible for academic policy and procedure recommendations pertaining to graduate education and graduate offerings specific to this graduate program/Department/Faculty. The GPC will collaborate in a transparent manner with related Department Council(s), Chair of Department, FEAS Dean or designate(s), the Dean of YSGS, the YSGS Council and its standing committees.

  3.2.   The GPC may **approve** policy and procedures with significance and effect only in the program. The GPC must consult with the GPD, FEAS Dean or designate(s), Faculty Council(s) where appropriate, the Dean of Record, and the Dean of YSGS

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before implementing any policy or procedure. The Dean of YSGS shall ensure that all consultations have occurred before endorsing the implementation of any policy or procedure.

3.3. The GPC may **recommend and communicate** policies and procedures with implications beyond the program. Affected Faculty Dean(s), and/or designate(s) and/or the Dean of Record must endorse recommended policies and procedures before they are submitted to the Dean of YSGS and YSGS Council. The YSGS Council makes recommendations for approval to Senate.

3.4. The GPC may report directly to the YSGS Council on issues specific to the respective program, and/or matters of general interest. Department based programs should copy their respective Department Councils on such reports.

3.5. Input to committees:

3.5.1. GPC and committees will review all matters pertaining to their mandates on their own initiative.

3.5.2. GPC may also request that committees review any particular matter.

Without prejudice to any policy of the Ryerson Senate, the authority of the GPC will embrace these additional principles:

3.6. The GPC will not enter into debate or take action on any matter that would violate the Ryerson University Act, or any policy of Senate.

3.7. The GPC will not enter into debate or take action on any matter that would violate Ryerson University's and/or statutory confidentiality requirements in respect to students, faculty or staff, or on matters of a contractual nature.

3.8. The GPC does not have the authority to override decisions made by other Department/School Committees that do not report to it. The GPC does, however, have the authority to discuss such decisions and to provide advice, except in cases precluded by considerations of confidentiality and/or contractual requirements, as specified above. The determination of such restrictions is the responsibility of the Department Chair. The GPC is advisory to the Department Chair on matters that are contractually the responsibility of the Department Chair.

3.9. In the event of a disagreement between the GPC and the Dean of YSGS, the disagreement will be referred by the disputants to the Vice-President, Academic. In the event of continuing disagreements, the matter shall be reported to the President for action.

4. Membership

In accordance with Policy 45, membership has been determined via a consultative process involving the GPD, Department Chair, FEAS Dean, and the Dean, YSGS. GPC Membership includes the following:

4.1. The Graduate Program Director (GPD)

4.2. The Department Chair

4.3. All faculty members who are active YSGS members **and** currently teaching regularly in, supervising students of, or active in the administration of the graduate program.

4.4. Graduate Student representatives from each program of study (PhD., ~~MSc~~MASc., MEng) elected by and from graduate students in that program of study.

Comment [AHL1]: Revised on March 12.

4.5. The Graduate Program Administrator who will be a non-voting member of Council.

4.6. GPC membership may include others as determined by bylaw, including faculty members from related departments~~/schools~~ and adjunct faculty, as long as they are active or associate members of YSGS. Staff may serve on the GPC or its committees, but are non-voting.

4.7. The term of GPC membership will be~~3 years for faculty and staff, and~~ 1 year for students and GPC members subject to 4.6 above. All members may stand for re-election.

5. Chair

5.1. The Chair of the GPC will be elected by GPC members at the first meeting. The position of Chair will be re-elected at the beginning of each academic year.

5.2. The GPC Chair is responsible for (or ensuring that the following are conducted):

5.2.1. Calling and conducting meetings, and confirming quorum.

5.2.2. Setting agendas.

5.2.3. Maintaining a written record of Council decisions, actions, and recommendations, and ensuring that a copy of these records is filed with the YSGS Graduate Studies Assistant.

5.2.4. Monitoring follow up to Council actions.

5.2.5. Submitting relevant agenda items to applicable YSGS committees (e.g., Programs and Planning Committee) or to the YSGS Council.

5.3. The GPC Chair and GPD if is not a GPC Chair will be ex-officio member(s) of all GPC committees and sub-committees.

5.4. The GPC Chair may request another council member to act as Chair on an interim basis.

5.5. There is no limit to the number of terms that a GPC Chair may serve, provided that an election is duly held each year.

6. GPC Procedures

6.1. GPCs will meet at least twice per year, once in each of the Fall and Winter semesters. Meetings will be scheduled to permit sufficient time for submissions to be made, for information or approval where applicable, to other committees and councils. Additional meetings may be held at the call of the GPC Chair or at the request of Council members.

6.2. Notices of meetings will normally be distributed at least 5 days in advance.

6.3. Only faculty and student members of the GPC are voting members. The GPC Chair shall vote only in the event of a tie. Staff may serve on the GPC or its committees but are non-voting.

6.4. Quorum is 50% of the GPC's full membership, and the majority of the members present must be voting faculty members.

6.5. Voting matters are normally decided by a simple majority of voting members present at a meeting.

6.6. Decisions may be taken outside meetings through ballots distributed electronically or physically to all members.

6.7. All members are expected to attend Council and, where relevant, committee and sub-committee meetings. If members are unable to attend they are to inform the Chair of the GPC, relevant committee or sub-committee in advance of the meeting, or as soon as possible thereafter

6.8. Any Council member may attend a meeting of any committee, of which he/she is not a formal member, as a non-voting participant.

6.9. A decision to amend GPC Bylaws requires a two-thirds majority of voting members present at the meeting, and can be taken only after written notice has been provided to all members at least 5 days in advance of the meeting. There is no proxy voting, and GPC members must be in attendance at a GPC meeting to vote (except where 6.6 applies).

7. Standing Committees

GPC sub-committees (which may be Committees of the Whole) may be established, with mandate and authority specified at the time of the creation. Where decision-making power is delegated to such sub-committees, their responsibilities and composition must be specified in these bylaws. If sub-committees are deemed appropriate by the GPC, consideration should be given to those areas (e.g., curriculum, scholarship and awards, admissions) included in the YSGS governance structure. Other sub-committees may be established in accordance with GPC bylaws.

7.1. Additional committees, coordinator and working groups can be established at any time with the approval of the GPC.

7.2. Membership of all committees and sub-committees is on a volunteer basis and should be approved by the GPC.

7.3. The term of office of members of any committee or sub-committee is 1 year from September 1 to August 31. There is no limit to the number of terms committee and sub-committee members may serve, provided that the member is re-elected every year.

The Standing Committees of the GPC are as follows:

7.4. Admissions and Studies

7.4.1. Mandate: to make recommendations to the YSGS Council, or relevant subcommittee, regarding the following:

7.4.1.1. Recruitment mechanisms;

7.4.1.2. Procedures, practices and standards for admissions into graduate programs, including academic and non-academic qualifications (ESL, standards, etc.);

7.4.1.3. Registration practices (course selection and approval);

7.4.1.4. Standards for maintaining good standing (grades, continuous registration, etc.);

7.4.1.5. Residency/post residency requirements;

7.4.1.6. Full-time and part-time status requirements and procedures;

7.4.1.7. Procedures and practices for graduate examinations, in particular, comprehensive examinations, thesis requirements and thesis examination practices;

7.4.1.8. Time limits for completion of graduate programs;

7.4.1.9. Definition of instructional offence and offences of conduct;

7.4.1.10. Student appeal and petition mechanisms; and

7.4.1.11. Graduation requirements and practices and convocation practices.

7.4.2. Committee Composition: GPC Chair as ex-officio member, 3 faculty members (including GPD if s/he is not the GPC Chair).

7.5. Scholarships and Awards

7.5.1. Mandate:

7.5.1.1. To recommend policies and practices for graduate student funding, e.g. minimum levels, length of commitment, both full-time and part-time;

7.5.1.2.   To recommend sources of graduate student funding, e.g. internal scholarships, A.A.'s and R.A.'s; and

7.5.1.3.   Recommend selection procedures.

7.5.2.   Committee Composition: GPC Chair as ex-officio member, 3 faculty members (including GPD if s/he is not the GPC Chair).

7.6. Program Membership Committee

7.6.1.   Mandate:

7.6.1.1.   To develop program-specific criteria and procedures for YSGS membership and supervisory responsibilities, which must be consistent with YSGS requirements and approved by YSGS Dean;

7.6.1.2.   To review membership applications at the program level in light of the rationale established for membership, and to submit its recommendations to the Dean of YSGS; and

7.6.1.3.   To review the YSGS membership list on an annual basis and submit it to the Dean of YSGS.

7.6.2.   Committee Composition: GPC Chair as ex-officio member, 3 faculty members (including GPD if s/he is not the GPC Chair), 1 student representative.

7.6.3.   Procedures

7.6.3.1.   On an annual basis the GPD shall send the names of the PMC members and an updated list of YSGS membership to the YSGS Dean;

7.6.3.2.   The PMC shall review YSGS membership applications and submit its recommendations to the YSGS Dean for approval.

7.7. Ad Hoc Committees

7.7.1.   The GPC may constitute ad-hoc committees to address specific topics.

7.7.2.   Membership of ad-hoc committees will be determined at the time the committee is constituted.

7.7.3.   Members will hold office until the report of the committee has been submitted to, and accepted by, the GPC, or until such time as the ad-hoc committee has been dissolved.

Yeates SCHOOL OF GRADUATE STUDIES

GRADUATE PROGRAM COUNCIL BYLAWS

Civil Engineering

Approved by YSGS Council

17/04/2014

Approved by Dean, YSGS

17/04/2014

Approved by the Academic Governance and Policy Committee of Senate

dd/mm/yyyy

Approved by Senate

dd/mm/yyyy

1.   Definitions

Council: Graduate Program Council unless otherwise stated

Faculty member: a full-time faculty member in the Civil Engineering graduate program

GPA: Graduate Program Administrator

GPC Chair: Chair of Council, unless otherwise stated

GPD: Graduate Program Director

Graduate program: Civil Engineering graduate program

Graduate Student: student in the Civil Engineering graduate program who is supervised, or co-supervised, by a faculty member associated with this graduate program.

2.   Mandate

Students and faculty members are partners in ensuring the successful functioning of graduate programs at Ryerson University. The Graduate Program Council (GPC) is the principle mechanism for bringing together these two constituencies to identify, discuss and address matters relating to that graduate program. The specific mandate of the GPC is:

2.1.   To develop and recommend policies relevant to the Graduate Program within the context of general University policies, especially those of the Yeates School of Graduate Studies (YSGS).

2.2.   To contribute actively to the operation and long-term planning of the graduate program and YSGS through the creation of committees, working groups and other mechanisms as deemed appropriate.

2.3.   To ensure the graduate program remains current and relevant by recommending changes to the current curriculum and methods of delivery.

2.4.   To provide an arena for the debate, discussion, and dissemination of information on matters pertaining to the graduate program and YSGS.

3.   Authority

3.1.   The GPC is responsible for academic policy and procedure recommendations pertaining to graduate education and graduate offerings specific to this graduate program. The GPC will collaborate in a transparent manner with related Department Council, Chair, affected Faculty Dean or designate, the Dean of YSGS, the YSGS Council and its standing committees.

3.2.   The GPC may approve policy and procedures with significance and effect only in the program. The GPC must consult with the GPD, affected Faculty Dean or designate, Faculty Council(s) where appropriate, and the Dean of YSGS before implementing

any policy or procedure. The Dean of YSGS shall ensure that all consultations have occurred before endorsing the implementation of any policy or procedure.

3.3.   The GPC may recommend and communicate policies and procedures with implications beyond the program. Affected Faculty Dean or designate must endorse recommended policies and procedures before they are submitted to the Dean of YSGS and YSGS Council. The YSGS Council makes recommendations for approval to Senate.

3.4.   The GPC may report directly to the YSGS Council on issues specific to the respective program, and/or matters of general interest. The GPC will copy the Department Council on such reports.

3.5.   Input to committees:

3.5.1.   GPC and committees will review all matters pertaining to their mandates on their own initiative.

3.5.2.   GPC may also request that committees review any particular matter.

Without prejudice to any policy of the Ryerson Senate, the authority of the GPC will embrace these additional principles:

3.6.   The GPC will not enter into debate or take action on any matter that would violate the Ryerson University Act, or any policy of Senate.

3.7.   The GPC will not enter into debate or take action on any matter that would violate Ryerson University's and/or statutory confidentiality requirements in respect to students, faculty member or staff, or on matters of a contractual nature.

3.8.   The GPC does not have the authority to override decisions made by other Department Committees that do not report to it. The GPC does, however, have the authority to discuss such decisions and to provide advice, except in cases precluded by considerations of confidentiality and/or contractual requirements, as specified above. The determination of such restrictions is the responsibility of the Departmental Chair. The GPC is advisory to the Department Chair on matters that are contractually the responsibility of the Department Chair.

3.9.   In the event of a disagreement between the GPC and the Dean of YSGS, the disagreement will be referred by the disputants to the Vice-President, Academic. In the event of continuing disagreements, the matter shall be reported to the President for action.

4.   Membership

In accordance with Policy 45, membership has been determined via a consultative process involving the GPD, Chair, Faculty Dean, and the Dean, YSGS. GPC Membership includes the following:

4.1.   The Graduate Program Director (GPD)

4.2.   The Department Chair

4.3.   All faculty members who are full YSGS members **and** currently teaching regularly in, supervising students of, or active in the administration of the graduate program.

4.4.   One Graduate Student representative from each program of study (i.e., a representative from each of the PhD, MASc, MEng programs) elected by and from graduate students in the Civil Engineering graduate program.

4.5.   The Graduate Program Administrator (GPA) who will be a non-voting member of Council.

4.6.   Two representatives of associate members of YSGS, who are affiliated with the program and are currently teaching or supervising students in the graduate program, elected by and from associate members of YSGS in the Civil Engineering graduate program.

4.7.   One non-voting member elected by and from the technical staff.

4.8.   The term of GPC membership will be one year for associate members of YSGS, technical staff and students. All members under these categories may stand for re-election.

5. GPC Chair

5.1.   The Chair of the GPC will be elected by GPC members at the first meeting. The position of Chair will be re-elected at the beginning of each academic year.

5.2.   The GPC Chair is responsible for (or ensuring that the following are conducted):

5.2.1.   Calling and conducting meetings, and confirming quorum.

5.2.2.   Setting agendas.

5.2.3.   Maintaining a written record of Council decisions, actions, and recommendations, and ensuring that a copy of these records is filed with the YSGS Graduate Program Administrator.

5.2.4.   Monitoring follow up to Council actions.

5.2.5.   Submitting relevant agenda items to applicable YSGS committees (e.g., Programs and Planning Committee) or to the YSGS Council.

5.3.   The GPC Chair may request another council member to act as Chair on an interim basis.

5.4.   There is no limit to the number of terms that a GPC Chair may serve, provided that an election is duly held each year.

6. GPC Procedures

6.1.   GPCs will meet at least twice per year, once in each of the Fall and Winter semesters. Meetings will be scheduled to permit sufficient time for submissions to be made, for information or approval where applicable, to other committees and councils. Additional meetings may be held at the call of the GPC Chair or at the request of Council members.

6.2.   Notices of meetings will normally be distributed at least 5 working days in advance.

6.3.   Only faculty and student members of the GPC are voting members. The GPC Chair shall vote only in the event of a tie. Staff may serve on the GPC or its committees but are non-voting.

6.4.   A quorum is 50% of the GPC's full membership, and the majority of the members present must be voting faculty members.

6.5.   Voting matters are normally decided by a simple majority of voting members present at a meeting.

6.6.   Decisions may be taken outside meetings through ballots distributed electronically or physically to all members.

6.7.   All members are expected to attend Council and, where relevant, committee and sub-committee meetings. If members are unable to attend they are to inform the Chair of the GPC, relevant committee or sub-committee in advance of the meeting, or as soon as possible thereafter

6.8.   Any Council member may attend a meeting of any committee, of which he/she is not a formal member, as a non-voting participant.

6.9.   A decision to amend GPC Bylaws requires a two-third majority of voting members present at the meeting, and can be taken only after written notice has been provided to all members at least 5 working days in advance of the meeting. There is no proxy voting, and GPC members must be in attendance at a GPC meeting to vote (except where 6.6 applies).

7. Standing Committees

GPC sub-committees (which may be Committees of the Whole) may be established, with mandate and authority specified at the time of the creation.

7.1.   Additional committees, coordinator and working groups can be established at any time with the approval of the GPC.

7.2.   Membership of all committees and sub-committees is on a volunteer basis and should be approved by the GPC.

7.3.   The term of office of members of any committee or sub-committee is 1 year from September 1 to August 31. There is no limit to the number of terms committee and

sub-committee members may serve, provided that the member is re-elected every year.

The Standing Committees of the GPC are as follows:

7.4. Admissions and Recruitment

7.4.1.   Mandate: to make recommendations to the YSGS Council, or relevant subcommittee, regarding the following:

7.4.1.1.   Recruitment mechanisms;

7.4.1.2.   Procedures, practices and standards for admissions into graduate programs, including academic and non-academic qualifications;

7.4.1.3.   Admission application review and admission recommendations;

7.4.1.4.   Full-time and part-time status requirements and procedures; and

7.4.1.5.   New student orientation.

7.4.2.   Committee Composition: GPD as the committee Chair, four faculty members (one from each the Civil Engineering program fields).

7.5. Curriculum and Studies

7.5.1.   Mandate: to make recommendations to the YSGS Council, or relevant subcommittee, regarding the following:

7.5.1.1.   Curriculum and calendar changes;

7.5.1.2.   Graduate program periodic review;

7.5.1.3.   Registration practices (course selection and approval);

7.5.1.4.   Standards for maintaining good standing (grades, continuous registration, etc.);

7.5.1.5.   Residency/post residency requirements;

7.5.1.6.   Procedures and practices for graduate examinations, including candidacy examination, thesis requirements and thesis examination practices;

7.5.1.7.   Time limits for completion of graduate programs;

7.5.1.8.   Graduation requirements and practices and convocation practices.

7.5.2.   Committee Composition: GPD as the Chair of the committee, four faculty members (one from each the Civil Engineering program fields), and a graduate student representative.

7.6. Appeal

7.6.1.   Mandate:

7.6.1.1.   Definition of instructional offence and offences of conduct;

7.6.1.2. Student appeal and petition mechanisms; and

7.6.1.3. Review of student appeals and petitions.

7.6.2. Committee Composition: GPD as the Chair of the committee and four faculty members (one from each the Civil Engineering program fields).

7.7. Scholarships and Awards

7.7.1. Mandate:

7.7.1.1. To recommend policies and practices for graduate student funding, e.g. minimum levels, length of commitment;

7.7.1.2. To recommend sources of graduate student funding and awards, e.g. internal scholarships, stipend and graduate (teaching) assistantship, external awards from professional organizations and industrial partners;

7.7.1.3. To recommend funding distribution;

7.7.1.4. To rank scholarship applications at the program level; and

7.7.1.5. To plan for graduate students awards recognition.

7.7.2. Committee Composition: GPD as the Chair of the committee, four faculty members (one from each the Civil Engineering program fields), and GPA as ex-officio non-voting member.

7.8. Program Membership Committee (PMC)

7.8.1. Mandate:

7.8.1.1. To develop program-specific criteria and procedures for YSGS membership and supervisory responsibilities, which must be consistent with YSGS requirements and approved by YSGS Dean;

7.8.1.2. To review membership applications at the program level in light of the rationale established for membership, and to submit its recommendations to the Dean of YSGS; and

7.8.1.3. To review the YSGS membership list on an annual basis, ensuring that YSGS members and associate members are affiliated with Ryerson University, and submit it to the Dean of YSGS.

7.8.2. Committee Composition: GPD as the Chair of the PMC, four faculty members (one from each the Civil Engineering program fields), and a graduate student representative.

7.8.3. Procedures

7.8.3.1. On an annual basis the GPD shall send the names of the PMC members and an updated list of YSGS membership to the YSGS Dean;

7.8.3.2. The PMC shall review YSGS membership applications and submit its recommendations, in accordance with YSGS membership policy, to the YSGS Dean for approval.

7.9. Ad Hoc Committees

7.9.1. The GPC may constitute ad-hoc committees to address specific topics.

7.9.2. Membership of ad-hoc committees will be determined at the time the committee is constituted.

7.9.3. Members will hold office until the report of the committee has been submitted to, and accepted by, the GPC, or until such time as the ad-hoc committee has been dissolved.

Did y **Yeates** SCHOOL OF GRADUATE STUDIES

GRADUATE PROGRAM COUNCIL BYLAWS

Computer Networks

Approved by YSGS Council

27/02/2014

Approved by Dean, YSGS

18/03/2014

Approved by the Academic Governance and Policy Committee of Senate

dd/mm/yyyy

Approved by Senate

dd/mm/yyyy

1.   Definitions

Chair: Chair of Council, unless otherwise stated

Council: Graduate Program Council unless otherwise stated

Faculty: all full-time faculty members

Graduate Student: a student who is supervised, or co-supervised, by a faculty member associated with this graduate program.

2.   Mandate

Students and faculty are partners in ensuring the successful functioning of graduate programs at Ryerson University. The Graduate Program Council (GPC) is the principle mechanism for bringing together these two constituencies to identify, discuss and address matters relating to that graduate program. The specific mandate of the GPC is:

2.1.   To develop and recommend policies relevant to the Graduate Program within the context of general University policies, especially those of the Yeates School of Graduate Studies (YSGS).

2.2.   To contribute actively to the operation and long-term planning of the graduate program and YSGS through the creation of committees, working groups and other mechanisms as deemed appropriate.

2.3.   To ensure the graduate program remains current and relevant by recommending changes to the current curriculum and methods of delivery.

2.4.   To provide an arena for the debate, discussion, and dissemination of information on matters pertaining to the graduate program and YSGS.

3.   Authority

The GPC will operate in the spirit of policy adopted by Senate, in particular, Policy #45: *Constitutional Provisions for Department Councils*.

3.1.   The GPC is responsible for academic policy and procedure recommendations pertaining to graduate education and graduate offerings specific to this graduate program. The GPC will collaborate in a transparent manner with related Department Council(s), Chair(s), affected Faculty Dean(s) or designate(s), the Dean of YSGS, the YSGS Council and its standing committees.

3.2.   The GPC may **approve** policy and procedures with significance and effect only in the program. The GPC must consult with the GPD, affected Faculty Dean(s) or designate(s), Faculty Council(s) where appropriate, the Dean of Record, and the Dean of YSGS before implementing any policy or procedure. The Dean of YSGS shall ensure that all consultations have occurred before endorsing the implementation of any policy or procedure.

3.3.   The GPC may **recommend and communicate** policies and procedures with implications beyond the program. Affected Faculty Dean(s), and/or designate(s) and/or the Dean of Record must endorse recommended policies and procedures before they are submitted to the Dean of YSGS and YSGS Council. The YSGS Council makes recommendations for approval to Senate.

3.4.   The GPC may report directly to the YSGS Council on issues specific to the respective program, and/or matters of general interest. Department based programs should copy their respective Department Councils on such reports.

3.5.   Input to committees:

3.5.1.   GPC and committees will review all matters pertaining to their mandates on their own initiative.

3.5.2.   GPC may also request that committees review any particular matter.

Without prejudice to any policy of the Ryerson Senate, the authority of the GPC will embrace these additional principles:

3.6.   The GPC is responsible for academic policy and procedure recommendations pertaining to graduate education and graduate offerings specific to this graduate program. The GPC will collaborate in a transparent manner with related Department Council(s), Chair(s), affected Faculty Dean(s) or designate(s), the Dean of YSGS, the YSGS Council and its standing committees.

3.7.   The GPC may **approve** policy and procedures with significance and effect only in the program. The GPC must consult with the GPD, affected Faculty Dean(s) or designate(s), Faculty Council(s) where appropriate, the Dean of Record, and the Dean of YSGS before implementing any policy or procedure. The Dean of YSGS shall ensure that all consultations have occurred before endorsing the implementation of any policy or procedure.

3.8.   The GPC may **recommend and communicate** policies and procedures with implications beyond the program. The Dean of FEAS, or designate(s) must endorse recommended policies and procedures before they are submitted to the Dean of YSGS and YSGS Council. The YSGS Council makes recommendations for approval to Senate.

3.9.   The GPC may report directly to the YSGS Council on issues specific to the respective program, and/or matters of general interest. Department based programs should copy their respective Department Councils on such reports.

3.10. Input to committees:

3.10.1.   GPC and committees will review all matters pertaining to their mandates on their own initiative.

3.10.2.   GPC may also request that committees review any particular matter.

Without prejudice to any policy of the Ryerson Senate, the authority of the GPC will embrace these additional principles:

3.11. The GPC will not enter into debate or take action on any matter that would violate the Ryerson University Act, or any policy of Senate.

3.12. The GPC will not enter into debate or take action on any matter that would violate Ryerson University's and/or statutory confidentiality requirements in respect to students, faculty or staff, or on matters of a contractual nature.

3.13. The GPC does not have the authority to override decisions made by other Department Committees that do not report to it. The GPC does, however, have the authority to discuss such decisions and to provide advice, except in cases precluded by considerations of confidentiality and/or contractual requirements, as specified above. The determination of such restrictions is the responsibility of the Departmental Chair. The GPC is advisory to the Department Chair on matters that are contractually the responsibility of the Chair.

3.14. In the event of a disagreement between the GPC and the Dean of YSGS, the disagreement will be referred by the disputants to the Vice-President, Academic. In the event of continuing disagreements, the matter shall be reported to the President for action.

4.   Membership

In accordance with Policy 45, membership has been determined via a consultative process involving the GPD, affected Chair(s), affected faculty Deans, and the Dean, YSGS. GPC Membership includes the following:

4.1.   The Graduate Program Director (GPD)

4.2.   All the faculty members who are active YSGS members **and** currently teaching regularly in, supervising students of, or active in the administration of the graduate program.

4.3.   Two graduate student representatives from the MEng program and one graduate student representative from the MASc program elected by and from graduate students in their respective programs of study.

4.4.   The Graduate Program Administrator and staff who will be a non-voting member of Council.

4.5.   The term of GPC membership will be 3 years for faculty and staff, and 1 year for students. All members may stand for re-election.

5. Chair

5.1.   The Chair of the GPC will be elected by GPC members at the first meeting. The position of Chair will be re-elected at the beginning of each academic year.

5.2.   The GPC Chair is responsible for (or ensuring that the following are conducted):

5.2.1.   Calling and conducting meetings, and confirming quorum.

5.2.2.   Setting agendas.

5.2.3.   Maintaining a written record of Council decisions, actions, and recommendations, and ensuring that a copy of these records is filed with the YSGS Graduate Studies Assistant.

5.2.4.   Monitoring follow up to Council actions.

5.2.5.   Submitting relevant agenda items to applicable YSGS committees (e.g., Programs and Planning Committee) or to the YSGS Council.

5.3.   The GPC Chair is an ex-officio member of all GPC committees and sub-committees.

5.4.   In the case that the GPD is not the GPC chair, the GPD is also an ex-officio member of all GPC committees and sub-committees.

5.5.   The GPC Chair may request another council member to act as Chair on an interim basis.

5.6.   There is no limit to the number of terms that a GPC Chair may serve, provided that an election is duly held each year.

6. GPC Procedures

6.1.   GPCs will meet at least twice per year, once in each of the Fall and Winter semesters. Meetings will be scheduled to permit sufficient time for submissions to be made, for information or approval where applicable, to other committees and councils. Additional meetings may be held at the call of the GPC Chair or at the request of Council members.

6.2.   Notices of meetings will normally be distributed at least 5 days in advance.

6.3.   Only faculty and student members of the GPC are voting members. The GPC Chair shall vote only in the event of a tie. Staff may serve on the GPC or its committees but are non-voting.

6.4.   Quorum is 50% of the GPC's full membership, and the majority of the members present must be voting faculty members.

6.5.   Voting matters are normally decided by a simple majority of voting members present at a meeting.

6.6.   Decisions may be taken outside meetings through ballots distributed electronically or physically to all members.

6.7.   All members are expected to attend Council and, where relevant, committee and sub-committee meetings. If members are unable to attend they are to inform the Chair of the GPC, relevant committee or sub-committee in advance of the meeting, or as soon as possible thereafter

6.8.   Any Council member may attend a meeting of any committee, of which he/she is not a formal member, as a non-voting participant.

6.9.   A decision to amend GPC Bylaws requires a two-thirds majority of voting members present at the meeting, and can be taken only after written notice has been provided to all members at least 5 days in advance of the meeting. There is no proxy voting, and GPC members must be in attendance at a GPC meeting to vote (except where 6.6 applies).

7. Standing Committees

GPC sub-committees (which may be Committees of the Whole) may be established, with mandate and authority specified at the time of the creation. Additional committees, coordinator and working groups can be established at any time with the approval of the GPC.

7.1.   Membership of all committees and sub-committees is on a volunteer basis and should be approved by the GPC.

7.2.   The term of office of members of any committee or sub-committee is 1 year from September 1 to August 31. There is no limit to the number of terms committee and sub-committee members may serve, provided that the member is re-elected every year.

The Standing Committees of the GPC are as follows:

7.3. Admissions and Studies

7.3.1.   Mandate: to make recommendations to the YSGS Council, or relevant subcommittee, regarding the following:

7.3.1.1.   Recruitment mechanisms;

7.3.1.2.   Procedures, practices and standards for admissions into graduate programs, including academic and non-academic qualifications (ESL, standards, etc.);

7.3.1.3.   Registration practices (course selection and approval);

7.3.1.4.   Standards for maintaining good standing (grades, continuous registration, etc.);

7.3.1.5.   Residency/post residency requirements;

7.3.1.6.   Full-time and part-time status requirements and procedures;

7.3.1.7.   Procedures and practices for graduate examinations, in particular, comprehensive examinations, thesis requirements and thesis examination practices;

7.3.1.8.   Time limits for completion of graduate programs;

7.3.1.9.   Definition of instructional offence and offences of conduct;

7.3.1.10.   Student appeal and petition mechanisms; and

7.3.1.11.   Graduation requirements and practices and convocation practices.

7.3.2.   Committee Composition: GPD and GPC Chair as ex-officio member, *3* GPC faculty members.

7.4. Scholarships and Awards

7.4.1.   Mandate:

7.4.1.1.   To recommend policies and practices for graduate student funding, e.g. minimum levels, length of commitment, both full-time and part-time;

7.4.1.2.   To recommend sources of graduate student funding, e.g. internal scholarships, A.A.'s and R.A.'s; and

7.4.1.3.   Recommend selection procedures.

7.4.2.   Committee Composition: GPD and GPC Chair as ex-officio member, *3* GPC faculty members.

7.5.   Program Membership Committee

7.5.1.   Mandate:

7.5.1.1.   To develop program-specific criteria and procedures for YSGS membership and supervisory responsibilities, which must be consistent with YSGS requirements and approved by YSGS Dean;

7.5.1.2.   To review membership applications at the program level in light of the rationale established for membership, and to submit its recommendations to the Dean of YSGS; and

7.5.1.3.   To review the YSGS membership list on an annual basis and submit it to the Dean of YSGS.

7.5.2.   Committee Composition: GPD and GPC Chair as ex-officio member, *3* GPC faculty members and 2 student representative.

7.5.3.   Procedures

7.5.3.1. On an annual basis the GPD shall send the names of the PMC members and an updated list of YSGS membership to the YSGS Dean;

7.5.3.2. The PMC shall review YSGS membership applications and submit its recommendations to the YSGS Dean for approval.

7.6. Ad Hoc Committees

7.6.1.   The GPC may constitute ad-hoc committees to address specific topics.

7.6.2.   Membership of ad-hoc committees will be determined at the time the committee is constituted.

7.6.3. Members will hold office until the report of the committee has been submitted to, and accepted by, the GPC, or until such time as the ad-hoc committee has been dissolved.

Yeates SCHOOL OF GRADUATE STUDIES

GRADUATE PROGRAM COUNCIL BYLAWS

Computer Science

Approved by YSGS Council

27/02/2014

Approved by Dean, YSGS

18/03/2014

Approved by the Academic Governance and Policy Committee of Senate

dd/mm/yyyy

Approved by Senate

dd/mm/yyyy

1.   Definitions and Acronyms

Chair: Chair of Council, unless otherwise stated

Council: Graduate Program Council unless otherwise stated

Faculty: all full-time faculty members associated with a Computer Science graduate program

Graduate Student: a student who is registered in a Computer Science graduate program.

Program: Any graduate program associated with the Department of Computer Science including, but not limited to, Doctor of Philosophy, Master of Science, Professional Masters Diploma programs

GAV: Graduate Applicant Vetting

GPC: Graduate Program Council

GPD: Graduate Program Director

YSGS: Yeates School of Graduate Studies

2.   Mandate

Students and faculty are partners in ensuring the successful functioning of graduate programs at Ryerson University. The GPC is the principle mechanism for bringing together these two constituencies to identify, discuss and address matters relating to that graduate program. The specific mandate of the GPC is:

2.1.   To develop and recommend policies relevant to a Graduate Program within the context of general University policies, especially those of the YSGS.

2.2.   To contribute actively to the operation and long-term planning of a graduate program and YSGS through the creation of committees, working groups and other mechanisms as deemed appropriate.

2.3.   To ensure the graduate program remains current and relevant by recommending changes to the current curriculum and methods of delivery.

2.4.   To provide an arena for the debate, discussion, and dissemination of information on matters pertaining to the graduate program and YSGS.

3.   Authority

The GPC will operate in the spirit of policy adopted by Senate, in particular, Policy #45: *Constitutional Provisions for Department/School Councils*.

3.1.   The GPC is responsible for academic policy and procedure recommendations pertaining to graduate education and graduate offerings specific to these graduate programs. The GPC will collaborate in a transparent manner with the Department of

Computer Science, its Chair and the Dean of the Faculty of Science or designate(s), the Dean of YSGS, the YSGS Council and its standing committees.

3.2.	The GPC may **approve** policy and procedures with significance and effect only in the program. The GPC must consult with the GPD, affected Faculty Dean(s) or designate(s), Faculty Council(s) where appropriate, the Dean of Record, and the Dean of YSGS before implementing any policy or procedure. The Dean of YSGS shall ensure that all consultations have occurred before endorsing the implementation of any policy or procedure.

3.3.	The GPC may **recommend and communicate** policies and procedures with implications beyond the program. Affected Faculty Dean(s), and/or designate(s) and/or the Dean of Record must endorse recommended policies and procedures before they are submitted to the Dean--YSGS and YSGS Council. The YSGS Council makes recommendations for approval to Senate.

3.4.	The GPC may report directly to the YSGS Council on issues specific to the respective program, and/or matters of general interest. Computer Science graduate programs shall copy their respective Department Councils on such reports.

3.5.	Input to committees:

3.5.1.	GPC and committees will review all matters pertaining to their mandates on their own initiative.

3.5.2.	GPC may also request that committees review any particular matter.

Without prejudice to any policy of the Ryerson Senate, the authority of the GPC will embrace these additional principles:

3.6.	The GPC will not enter into debate or take action on any matter that would violate the Ryerson University Act, or any policy of Senate.

3.7.	The GPC will not enter into debate or take action on any matter that would violate Ryerson University's and/or statutory confidentiality requirements in respect to students, faculty or staff, or on matters of a contractual nature.

3.8.	The GPC does not have the authority to override decisions made by other Department/School Committees that do not report to it. The GPC does, however, have the authority to discuss such decisions and to provide advice, except in cases precluded by considerations of confidentiality and/or contractual requirements, as specified above. The determination of such restrictions is the responsibility of the Departmental Chair. The GPC is advisory to the Department Chair on matters that are contractually the responsibility of the Chair.

3.9.	In the event of a disagreement between the GPC and the Dean of YSGS, the disagreement will be referred by the disputants to the Vice-President, Academic. In the event of continuing disagreements, the matter shall be reported to the President for action.

4. Membership

In accordance with Policy 45, membership has been determined via a consultative process involving the GPD, affected Chair, affected faculty Dean, and Dean--YSGS. GPC Membership includes the following:

4.1. The GPD

4.2. The Department Chair

4.3. All faculty members of the Department of Computer Science who are active YSGS members **and** currently teach regularly in, supervising students of, or are active in the administration of the graduate programs.

4.4. One Graduate Student representative from each program of study elected by and from graduate students in that program of study.

4.5. The Graduate Program Administrator who will be a non-voting member of Council.

4.6. The term of GPC membership will be 1 year for students. All members may stand for re-election

5. Chair

5.1. The Chair of the GPC will be elected by GPC members at the first meeting. The position of Chair will be re-elected at the beginning of each academic year.

5.2. The GPC Chair is responsible for:

5.2.1. Calling and conducting meetings, and confirming quorum.

5.2.2. Setting agendas.

5.2.3. Maintaining a written record of Council decisions, actions, and recommendations, and ensuring that a copy of these records is filed with the YSGS Graduate Studies Assistant.

5.2.4. Monitoring follow up to Council actions.

5.2.5. Submitting relevant agenda items to applicable YSGS committees (e.g., Programs and Planning Committee) or to the YSGS Council.

5.3. The GPC Chair is an ex-officio member of all GPC committees and sub-committees.

5.4. The GPC Chair may request another council member to act as Chair on an interim basis.

5.5. The GPC Chair shall be elected annually.

5.6. The GPC Chair may serve no more than three (3) consecutive terms.

6. GPC Procedures

6.1. GPCs will meet at least twice per year, once in each of the Fall and Winter semesters. Meetings will be scheduled to permit sufficient time for submissions to be made, for information or approval where applicable, to other committees and councils. Additional meetings may be held at the call of the GPC Chair or at the request of Council members.

6.2. Notices of meetings will normally be distributed at least 5 days in advance.

6.3. Only faculty and student members of the GPC are voting members. The GPC Chair shall vote only in the event of a tie. Staff may serve on the GPC or its committees but are non-voting.

6.4. Quorum is 50% of the GPC's full membership, and the majority of the members present must be voting faculty members.

6.5. Voting matters are normally decided by a simple majority of voting members present at a meeting.

6.6. Decisions may be taken outside meetings through ballots distributed electronically or physically to all members.

6.7. All members are expected to attend Council and, where relevant, committee and sub-committee meetings. If members are unable to attend they are to inform the Chair of the GPC, relevant committee or sub-committee in advance of the meeting, or as soon as possible thereafter

6.8. Any Council member may attend a meeting of any committee, of which he/she is not a formal member, as a non-voting participant. Student members of committees and subcommittees may be asked to step out of meetings on the recommendation of the committee or subcommittee of the whole in cases where there is a perceived conflict of interest or in matters of confidentiality.

6.9. A decision to amend GPC Bylaws requires a two-thirds majority of voting members present at the meeting, and can be taken only after written notice has been provided to all members at least 5 days in advance of the meeting. There is no proxy voting, and GPC members must be in attendance at a GPC meeting to vote (except where 6.6 applies).

7. Standing Committees

GPC sub-committees (which may be Committees of the Whole) may be established, with mandate and authority specified at the time of the creation. Where decision-making power is delegated to such sub-committees, their responsibilities and composition must be specified in these bylaws. If sub-committees are deemed appropriate by the GPC, consideration should be given to those areas (e.g., curriculum, scholarship and awards, admissions) included in the YSGS governance structure. Other sub-committees may be established in accordance with GPC bylaws.

7.1. Additional committees, coordinator and working groups can be established at any time with the approval of the GPC.

7.2. Membership of all committees and sub-committees is on a volunteer basis and should be approved by the GPC.

7.3. Student members may not act as chair of the GPC. Students cannot chair committees or subcommittees except when approved by the GPC.

7.4. The term of office of members of any committee or sub-committee is 1 cycle where a cycle is defined as the period between the first meetings of the GPC in an academic year. There is no limit to the number of terms committee and sub-committee members may serve, provided that the member is re-elected every year.

The Standing Committees of the GPC are as follows:

7.5. Admissions and Studies

7.5.1. The mandate of this committee is to make recommendations to the YSGS Council, or relevant subcommittee, regarding the following:

7.5.1.1. Recruitment mechanisms;

7.5.1.2. Procedures, practices and standards for admissions into graduate programs, including academic and non-academic qualifications (ESL, standards, etc.);

7.5.1.3. Registration practices (course selection and approval);

7.5.1.4. Standards for maintaining good standing (grades, continuous registration, etc.);

7.5.1.5. Residency/post residency requirements;

7.5.1.6. Full-time and part-time status requirements and procedures;

7.5.1.7. Procedures and practices for graduate examinations, in particular, comprehensive examinations, thesis requirements and thesis examination practices;

7.5.1.8. Time limits for completion of graduate programs;

7.5.1.9. Definition of instructional offence and offences of conduct;

7.5.1.10. Student appeal and petition mechanisms; and

7.5.1.11. Graduation requirements and practices and convocation practices.

7.5.2. The committee will form a GAV sub-committee of at least 4 faculty members drawn from the graduate programs who will vet incoming applications for admissibility in a timely manner.

7.5.3. Committee Composition: GPD, GPC Chair as ex-officio member, *3* faculty members, and members of the GAV once they are selected.

7.6. Scholarships and Awards

7.6.1.   The mandate of this committee is to:

   7.6.1.1.   Recommend policies and practices for graduate student funding, e.g. minimum levels, length of commitment, both full-time and part-time;

   7.6.1.2.   Recommend sources of graduate student funding, e.g. internal scholarships, A.A.'s and R.A.'s; and

   7.6.1.3.   Recommend selection procedures.

7.6.2.   Committee Composition: The committee shall be composed of the GPD, GPC Chair as ex-officio member, *and 3* faculty members.

7.7. Program Membership Committee

7.7.1.   The mandate of this committee is to:

   7.7.1.1.   Develop program-specific criteria and procedures for YSGS membership and supervisory responsibilities, which must be consistent with YSGS requirements and approved by YSGS Dean;

   7.7.1.2.   Review membership applications at the program level in light of the rationale established for membership, and to submit its recommendations to the Dean of YSGS; and

   7.7.1.3.   Review the YSGS membership list on an annual basis and submit it to the Dean of YSGS.

7.7.2.   Committee Composition: GPD, GPC Chair as ex-officio member, *and* 3 faculty members.

7.7.3.   Procedures

   7.7.3.1. On an annual basis the GPD shall send the names of the members of the committee and an updated list of YSGS membership to the Dean--YSGS;

   7.7.3.2. The committee shall review YSGS membership applications and submit its recommendations to the Dean--YSGS for approval.

7.8. Curriculum Committee

7.8.1.   The mandate of this committee is to:

   7.8.1.1.   Review existing curriculum within the programs; and

   7.8.1.2.   Review suggestions for new curriculum as they occur.

7.8.2.   Committee Composition: GPD, GPC Chair as ex-officio member, 3 faculty members, and a student representative.

7.9. Ad Hoc Committees

7.9.1.   The GPC may constitute ad-hoc committees to address specific topics.

7.9.2.   Membership of ad-hoc committees will be determined at the time the committee is constituted.

7.9.3.   Members will hold office until the report of the committee has been submitted to, and accepted by, the GPC, or until such time as the ad-hoc committee has been dissolved.

Yeates SCHOOL OF GRADUATE STUDIES

GRADUATE PROGRAM COUNCIL BYLAWS

Master of Arts in Early Childhood Studies

Approved by YSGS Council

27/02/2014

Approved by Dean, YSGS

18/03/2014

Approved by the Academic Governance and Policy Committee of Senate

dd/mm/yyyy

Approved by Senate

dd/mm/yyyy

1. Definitions

Chair: Chair of Council, unless otherwise stated

Council: Graduate Program Council unless otherwise stated

Faculty: all full-time faculty members

Graduate Student: a student who is supervised, or co-supervised, by a faculty member associated with this graduate program.

2. Mandate

Students and faculty are partners in ensuring the successful functioning of graduate programs at Ryerson University. The Graduate Program Council (GPC) is the principle mechanism for bringing together these two constituencies to identify, discuss and address matters relating to that graduate program. The specific mandate of the GPC is:

2.1. To develop and recommend policies relevant to the Graduate Program within the context of general University policies, especially those of the Yeates School of Graduate Studies (YSGS).

2.2. To contribute actively to the operation and long-term planning of the graduate program and YSGS through the creation of committees, working groups and other mechanisms as deemed appropriate.

2.3. To ensure the graduate program remains current and relevant by recommending changes to the current curriculum and methods of delivery.

2.4. To provide an arena for the debate, discussion, and dissemination of information on matters pertaining to the graduate program and YSGS.

3. Authority

The GPC will operate in the spirit of policy adopted by Senate, in particular, Policy #45: *Constitutional Provisions for Department/School Councils*.

3.1. The GPC is responsible for academic policy and procedure recommendations pertaining to graduate education and graduate offerings specific to this graduate program/Department/School/Faculty. The GPC will collaborate in a transparent manner with related Department/School Council(s), Chair(s)/Director(s), affected Faculty Dean(s) or designate(s), the Dean of YSGS, the YSGS Council and its standing committees.

3.2. The GPC may **approve** policy and procedures with significance and effect only in the program. The GPC must consult with the GPD, affected Faculty Dean(s) or designate(s), Faculty Council(s) where appropriate, the Dean of Record, and the Dean of YSGS before implementing any policy or procedure. The Dean of YSGS

shall ensure that all consultations have occurred before endorsing the implementation of any policy or procedure.

3.3. The GPC may **recommend and communicate** policies and procedures with implications beyond the program. Affected Faculty Dean(s), and/or designate(s) and/or the Dean of Record must endorse recommended policies and procedures before they are submitted to the Dean of YSGS and YSGS Council. The YSGS Council makes recommendations for approval to Senate.

3.4. The GPC may report directly to the YSGS Council on issues specific to the respective program, and/or matters of general interest. Department/School based programs should copy their respective Department/School Councils on such reports.

3.5. Input to committees:

   3.5.1. GPC and committees will review all matters pertaining to their mandates on their own initiative.

   3.5.2. GPC may also request that committees review any particular matter.

Without prejudice to any policy of the Ryerson Senate, the authority of the GPC will embrace these additional principles:

3.6. The GPC will not enter into debate or take action on any matter that would violate the Ryerson University Act, or any policy of Senate.

3.7. The GPC will not enter into debate or take action on any matter that would violate Ryerson University's and/or statutory confidentiality requirements in respect to students, faculty or staff, or on matters of a contractual nature.

3.8. The GPC does not have the authority to override decisions made by other Department/School Committees that do not report to it. The GPC does, however, have the authority to discuss such decisions and to provide advice, except in cases precluded by considerations of confidentiality and/or contractual requirements, as specified above. The determination of such restrictions is the responsibility of the [Departmental Chair]. The GPC is advisory to the Department Chair on matters that are contractually the responsibility of the Chair.

3.9. In the event of a disagreement between the GPC and the Dean of YSGS, the disagreement will be referred by the disputants to the Vice-President, Academic. In the event of continuing disagreements, the matter shall be reported to the President for action.

4. Membership

4.1. The Graduate Program Director (GPD)

4.2. The Department/School Chair/Director

4.3. All faculty members who are active YSGS members **and** currently teaching regularly in, supervising students of, or active in the administration of the graduate program.

4.4. Two Graduate Student representatives from each program of study elected by and from graduate students in that program of study.

4.5. The Graduate Program Administrator who will be a non-voting member of Council.

4.6. One faculty member from another Department / School who is also an active member of the YSGS.

4.7. The term of GPC membership will be 1 year for students.

5. Chair

5.1. The GPD will normally serve as the Chair of the GPC.

5.2. The GPC Chair is responsible for (or ensuring that the following are conducted):

    5.2.1. Calling and conducting meetings, and confirming quorum.

    5.2.2. Setting agendas.

    5.2.3. Maintaining a written record of Council decisions, actions, and recommendations, and ensuring that a copy of these records is filed with the YSGS Graduate Studies Assistant.

    5.2.4. Monitoring follow up to Council actions.

    5.2.5. Submitting relevant agenda items to applicable YSGS committees (e.g., Programs and Planning Committee) or to the YSGS Council.

5.3. The GPC Chair is an ex-officio member of all GPC committees and sub-committees.

5.4. The GPC Chair may request another council member to act as Chair on an interim basis.

6. GPC Procedures

6.1. GPCs will meet at least twice per year, once in each of the Fall and Winter semesters. Meetings will be scheduled to permit sufficient time for submissions to be made, for information or approval where applicable, to other committees and councils. Additional meetings may be held at the call of the GPC Chair or at the request of Council members.

6.2. Notices of meetings will normally be distributed at least 5 days in advance.

6.3.   Only faculty and student members of the GPC are voting members. The GPC Chair shall vote only in the event of a tie.

6.4.   Quorum is 50% of the GPC's full membership, and the majority of the members present must be voting faculty members.

6.5.   Voting matters are normally decided by a simple majority of voting members present at a meeting.

6.6.   Decisions may be taken outside meetings through ballots distributed electronically or physically to all members.

6.7.   All members are expected to attend Council and, where relevant, committee and sub-committee meetings. If members are unable to attend they are to inform the Chair of the GPC, relevant committee or sub-committee in advance of the meeting, or as soon as possible thereafter

6.8.   Any Council member may attend a meeting of any committee, of which he/she is not a formal member, as a non-voting participant.

6.9.   A decision to amend GPC Bylaws requires a two-thirds majority of voting members present at the meeting, and can be taken only after written notice has been provided to all members at least 5 days in advance of the meeting. There is no proxy voting, and GPC members must be in attendance at a GPC meeting to vote (except where 6.6 applies).

7. Standing Committees

GPC sub-committees (which may be Committees of the Whole) may be established, with mandate and authority specified at the time of the creation. Where decision-making power is delegated to such sub-committees, their responsibilities and composition must be specified in these bylaws. If sub-committees are deemed appropriate by the GPC, consideration should be given to those areas (e.g., curriculum, scholarship and awards, admissions) included in the YSGS governance structure. Other sub-committees may be established in accordance with GPC bylaws.

7.1.   Additional committees, coordinator and working groups can be established at any time with the approval of the GPC.

7.2.   Membership of all committees and sub-committees is on a volunteer basis and should be approved by the GPC.

7.3.   Staff and other appropriate individuals may be invited by the GPC to join sub-committees of the GPC but will not have voting rights.

7.4.   The term of office of members of any committee or sub-committee is 1 year from September 1 to August 31. There is no limit to the number of terms committee and sub-committee members may serve, provided that the member is re-elected every year.

The Standing Committees of the GPC are as follows:

7.5. Admissions, scholarships and awards

7.5.1.   Mandate: to make decisions, or recommendations to the GPS, YSGS Council, or relevant subcommittee, regarding the following:

7.5.1.1.   Recruitment mechanisms;

7.5.1.2.   Procedures, practices and standards for admissions into graduate programs, including academic and non-academic qualifications (ESL, standards, etc.);

7.5.1.3.   Policies and practices for graduate student funding, e.g. minimum levels, length of commitment, both full-time and part-time;

7.5.1.4.   Allocation of graduate student funding, e.g. internal scholarships, and

7.5.1.5.   Selection procedures for the above.

7.5.2.   Committee Composition: GPD, Chair/Director of the School, three faculty members

7.6. Program of Studies Committee

7.6.1.   Mandate:

7.6.1.1.   To develop program-specific criteria and procedures for YSGS membership and supervisory responsibilities, which must be consistent with YSGS requirements and approved by YSGS Dean;

7.6.1.2.   To review membership applications at the program level in light of the rationale established for membership, and to submit its recommendations to the Dean of YSGS; and

7.6.1.3.   To review the YSGS membership list on an annual basis and submit it to the Dean of YSGS.

7.6.1.4.   Registration practices (course selection and approval);

7.6.1.5.   Standards for maintaining good standing (grades, continuous registration, etc.);

7.6.1.6.   Residency/post residency requirements;

7.6.1.7.   Full-time and part-time status requirements and procedures;

7.6.1.8.   Procedures and practices for graduate examinations, in particular, comprehensive examinations, thesis requirements and thesis examination practices;

7.6.1.9.   Time limits for completion of graduate programs;

7.6.1.10.   Definition of instructional offence and offences of conduct;

7.6.1.11.   Student appeal and petition mechanisms; and

7.6.1.12.   Graduation requirements and practices and convocation practices.

7.6.2.   Committee Composition: GPD, Chair/Director of the School, three faculty members, one student representative

7.6.3.   Procedures

7.6.3.1.   On an annual basis the GPD shall send the names of the PSC members and an updated list of YSGS membership to the YSGS Dean;

7.6.3.2.   The PSC shall review YSGS membership applications and submit its recommendations to the YSGS Dean for approval.

7.7. Ad Hoc Committees

7.7.1.   The GPC may constitute ad-hoc committees to address specific issues.

7.7.2.   Membership of ad-hoc committees will be determined at the time the committee is constituted.

7.7.3.   Members will hold office until the report of the committee has been submitted to, and accepted by, the GPC, or until such time as the ad-hoc committee has been dissolved.

Yeates SCHOOL OF GRADUATE STUDIES

GRADUATE PROGRAM COUNCIL BYLAWS

Department of Electrical and Computer Engineering

Approved by YSGS Council

27/02/2014

Approved by Dean, YSGS

18/03/2014

Approved by the Academic Governance and Policy Committee of Senate

dd/mm/yyyy

Approved by Senate

dd/mm/yyyy

1.   Definitions

Chair: Chair of Council, unless otherwise stated

Council: Graduate Program Council unless otherwise stated

Faculty: all full-time faculty members

Graduate Student: a student who is supervised, or co-supervised, by a faculty member associated with this graduate program.

2.   Mandate

Students and faculty are partners in ensuring the successful functioning of graduate programs at Ryerson University. The Graduate Program Council (GPC) is the principle mechanism for bringing together these two constituencies to identify, discuss and address matters relating to that graduate program. The specific mandate of the GPC is:

2.1.   To develop and recommend policies relevant to the Graduate Program within the context of general University policies, especially those of the Yeates School of Graduate Studies (YSGS).

2.2.   To contribute actively to the operation and long-term planning of the graduate program and YSGS through the creation of committees, working groups and other mechanisms as deemed appropriate.

2.3.   To ensure the graduate program remains current and relevant by recommending changes to the current curriculum and methods of delivery.

2.4.   To provide an arena for the debate, discussion, and dissemination of information on matters pertaining to the graduate program and YSGS.

3.   Authority

The GPC will operate in the spirit of policy adopted by Senate, in particular, Policy #45: *Constitutional Provisions for Department/School Councils.*

3.1.   The GPC is responsible for academic policy and procedure recommendations pertaining to graduate education and graduate offerings specific to this graduate program. The GPC will collaborate in a transparent manner with related Department Council(s), Chair(s), affected Faculty Dean(s) or designate(s), the Dean of YSGS, the YSGS Council and its standing committees.

3.2.   The GPC may **approve** policy and procedures with significance and effect only in the program. The GPC must consult with the GPD, affected Faculty Dean(s) or designate(s), Faculty Council(s) where appropriate, the Dean of Record, and the Dean of YSGS before implementing any policy or procedure. The Dean of YSGS shall ensure that all consultations have occurred before endorsing the implementation of any policy or procedure.

3.3.   The GPC may **recommend and communicate** policies and procedures with implications beyond the program. Affected Faculty Dean(s), and/or designate(s) and/or the Dean of Record must endorse recommended policies and procedures before they are submitted to the Dean of YSGS and YSGS Council. The YSGS Council makes recommendations for approval to Senate.

3.4.   The GPC may report directly to the YSGS Council on issues specific to the respective program, and/or matters of general interest. Department based programs should copy their respective Department Councils on such reports.

3.5.   Input to committees:

   3.5.1.   GPC and committees will review all matters pertaining to their mandates on their own initiative.

   3.5.2.   GPC may also request that committees review any particular matter.

Without prejudice to any policy of the Ryerson Senate, the authority of the GPC will embrace these additional principles:

3.6.   The GPC will not enter into debate or take action on any matter that would violate Ryerson University's and/or statutory confidentiality requirements in respect to students, faculty or staff, or on matters of a contractual nature.

3.7.   The GPC does not have the authority to override decisions made by other Department/School Committees that do not report to it. The GPC does, however, have the authority to discuss such decisions and to provide advice, except in cases precluded by considerations of confidentiality and/or contractual requirements, as specified above. The determination of such restrictions is the responsibility of the [Departmental Chair]. The GPC is advisory to the Department Chair on matters that are contractually the responsibility of the Chair.

3.8.   In the event of a disagreement between the GPC and the Dean of YSGS, the disagreement will be referred by the disputants to the Vice-President, Academic. In the event of continuing disagreements, the matter shall be reported to the President for action.

4.   Membership

In accordance with Policy 45, membership has been determined via a consultative process involving the GPD, affected Chair(s), affected faculty Deans, and the Dean, YSGS. GPC Membership includes the following:

4.1.   The Graduate Program Director (GPD)

4.2.   The Department Chair

4.3.   All full-time faculty members who are affiliated with home department, active YSGS members **and** currently teaching regularly in, supervising students of, or active in the administration of the graduate program.

4.4.   <mark>Minimum of two Graduate Student representatives elected by and from graduate students in that program of study.</mark>

4.5.   The Graduate Program Administrator who will be a non-voting member of Council.

4.6.   [The term of GPC membership will be 1 year for faculty and staff, and 1 year for students. All members may stand for re-election]

5. Chair

5.1.   [The Chair of the GPC will be elected by GPC members at the first meeting. The position of Chair will be re-elected at the beginning of each academic year.]

5.2.   The GPC Chair is responsible for (or ensuring that the following are conducted):

   5.2.1.   Calling and conducting meetings, and confirming quorum.

   5.2.2.   Setting agendas.

   5.2.3.   Maintaining a written record of Council decisions, actions, and recommendations, and ensuring that a copy of these records is filed with the YSGS Graduate Studies Assistant.

   5.2.4.   Monitoring follow up to Council actions.

   5.2.5.   Submitting relevant agenda items to applicable YSGS committees (e.g., Programs and Planning Committee) or to the YSGS Council.

6. GPC Procedures

6.1.   <mark>GPCs will meet at least twice per year, once in each of the Fall and Winter semesters.</mark> Meetings will be scheduled to permit sufficient time for submissions to be made, for information or approval where applicable, to other committees and councils.

6.2.   <mark>Only faculty and student members of the GPC are voting members. The GPC Chair shall vote only in the event of a tie. Staff may serve on the GPC or its committees but are non-voting.</mark>

6.3.   Voting matters are normally decided by a simple majority of voting members.

6.4.   All members are expected to attend Council and, where relevant, committee and sub-committee meetings. If members are unable to attend they are to inform the Chair of the GPC, relevant committee or sub-committee in advance of the meeting, or as soon as possible thereafter. Without advanced notice, the absent member losses voting rights for that meeting.

6.5.   Quorum is 50% of the GPC's full membership with eligible voting rights (full membership with illegible voting rights is defined in 6.4).

7. Standing Committees

[GPC sub-committees (which may be Committees of the Whole) may be established, with mandate and authority specified at the time of the creation. Where decision-making power is delegated to such sub-committees, their responsibilities and composition must be specified in these bylaws. If sub-committees are deemed appropriate by the GPC, consideration should be given to those areas (e.g., curriculum, scholarship and awards, admissions) included in the YSGS governance structure. Other sub-committees may be established in accordance with GPC bylaws.]

7.1. Additional committees, coordinator and working groups can be established at any time with the approval of the GPC.

7.2. Membership of all committees and sub-committees is on a volunteer basis and should be approved by the GPC.

7.3. The term of office of members of any committee or sub-committee is 1 year from August 1 to July 31. There is no limit to the number of terms committee and sub-committee members may serve, provided that the member is re-elected every year.

The Standing Committees of the GPC are as follows:

7.4. Admissions and Studies

7.4.1. Mandate: to make recommendations to the YSGS Council, or relevant subcommittee, regarding the following:

7.4.1.1. Recruitment mechanisms;

7.4.1.2. Procedures, practices and standards for admissions into graduate programs, including academic and non-academic qualifications (ESL, standards, etc.);

7.4.1.3. Registration practices (course selection and approval);

7.4.1.4. Standards for maintaining good standing (grades, continuous registration, etc.);

7.4.1.5. Residency/post residency requirements;

7.4.1.6. Full-time and part-time status requirements and procedures;

7.4.1.7. Procedures and practices for graduate examinations, in particular, comprehensive examinations, thesis requirements and thesis examination practices;

7.4.1.8. Time limits for completion of graduate programs;

7.4.1.9. Definition of instructional offence and offences of conduct;

7.4.1.10. Student appeal and petition mechanisms; and

7.4.1.11.   Graduation requirements and practices and convocation practices.

7.4.2.   Committee Composition: three faculty members with each one from each of the three research groups, Program Director, Department Chair as ex-officio member.

7.5. Scholarships and Awards

7.5.1.   Mandate:

7.5.1.1.   To recommend policies and practices for graduate student funding, e.g. minimum levels, length of commitment, both full-time and part-time;

7.5.1.2.   To recommend sources of graduate student funding, e.g. internal scholarships, A.A.'s and R.A.'s; and

7.5.1.3.   Recommend selection procedures.

7.5.2.   Committee Composition: three faculty members with each one from each of the three research groups, Program Director, Department Chair as ex-officio member.

7.6. Program Membership Committee

7.6.1.   Mandate:

7.6.1.1.   To develop program-specific criteria and procedures for YSGS membership and supervisory responsibilities, which must be consistent with YSGS requirements and approved by YSGS Dean;

7.6.1.2.   To review membership applications at the program level in light of the rationale established for membership, and to submit its recommendations to the Dean of YSGS; and

7.6.1.3.   To review the YSGS membership list on an annual basis and submit it to the Dean of YSGS.

7.6.2.   Note that this subcommittee can be the same as Admission and Study Committee.

7.6.3.   Procedures

7.6.3.1. On an annual basis the GPD shall send the names of the PMC members and an updated list of YSGS membership to the YSGS Dean;

7.6.3.2. The PMC shall review YSGS membership applications and submit its recommendations to the YSGS Dean for approval.

7.7. Ad Hoc Committees

7.7.1.   The GPC may constitute ad-hoc committees to address specific topics.

7.7.2.   Membership of ad-hoc committees will be determined at the time the committee is constituted.

7.7.3.   Members will hold office until the report of the committee has been submitted to, and accepted by, the GPC, or until such time as the ad-hoc committee has been dissolved.

Yeates SCHOOL OF GRADUATE STUDIES

GRADUATE PROGRAM COUNCIL BYLAWS

Environmental Applied Science and Management

Approved by YSGS Council

17/04/2014

Approved by Dean, YSGS

17/04/2014

Approved by the Academic Governance and Policy Committee of Senate

dd/mm/yyyy

Approved by Senate

dd/mm/yyyy

1.   Definitions

Chair: Chair of the GPC, unless otherwise stated.

GPC: Graduate Program Council, unless otherwise stated.

Faculty: all full-time faculty members associated with the programs in Environmental Applied Science and Management.

GPD: the Graduate Program Director of the programs in Environmental Applied Science and Management.

(Graduate) Student: a student who is registered in the programs in Environmental Applied Science and Management.

YSGS: Yeates School of Graduate Studies.

2.   Mandate

Students and faculty are partners in ensuring the successful functioning of graduate programs at Ryerson University. The Graduate Program Council (GPC) is the principal mechanism for bringing together these two constituencies to identify, discuss and address matters relating to that graduate program. The specific mandate of the GPC is:

2.1.   To develop and recommend policies relevant to the graduate programs within the context of general University policies, especially those of the Yeates School of Graduate Studies (YSGS).

2.2.   To contribute actively to the operation and long-term planning of the graduate programs and YSGS through the creation of committees, working groups and other mechanisms as deemed appropriate.

2.3.   To ensure the graduate programs remain current and relevant by recommending changes to the current curriculum and methods of delivery.

2.4.   To provide an arena for the debate, discussion, and dissemination of information on matters pertaining to the graduate programs and YSGS.

3.   Authority

The GPC will operate in the spirit of policy adopted by Senate, in particular, Policy #45: *Constitutional Provisions for Department/School Councils*.

3.1.   The GPC is responsible for academic policy and procedure recommendations pertaining to graduate education and graduate offerings specific to this graduate program/Department/School/Faculty. The GPC will collaborate in a transparent manner with related Department/School Council(s), Chair(s)/Director(s), affected Faculty Dean(s) or designate(s), the Dean of YSGS, the YSGS Council and its standing committees.

3.2. The GPC may **approve** policy and procedures with significance and effect only in the program. The GPC must consult with the GPD, affected Faculty Dean(s) or designate(s), Faculty Council(s) where appropriate, the Dean of Record, and the Dean of YSGS before implementing any policy or procedure. The Dean of YSGS shall ensure that all consultations have occurred before endorsing the implementation of any policy or procedure.

3.3. The GPC may **recommend and communicate** policies and procedures with implications beyond the program. Affected Faculty Dean(s), and/or designate(s) and/or the Dean of Record must endorse recommended policies and procedures before they are submitted to the Dean of YSGS and YSGS Council. The YSGS Council makes recommendations for approval to Senate.

3.4. The GPC may report directly to the YSGS Council on issues specific to the respective program, and/or matters of general interest. Department/School based programs should copy their respective Department/School Councils on such reports.

3.5. Input to committees:

   3.5.1. GPC and committees will review all matters pertaining to their mandates on their own initiative.

   3.5.2. GPC may also request that committees review any particular matter.

Without prejudice to any policy of the Ryerson Senate, the authority of the GPC will embrace these additional principles:

3.6. The GPC will not enter into debate or take action on any matter that would violate the Ryerson University Act, or any policy of Senate.

3.7. The GPC will not enter into debate or take action on any matter that would violate Ryerson University's and/or statutory confidentiality requirements in respect to students, faculty or staff, or on matters of a contractual nature.

3.8. The GPC does not have the authority to override decisions made by other Committees that do not report to it.

3.9. In the event of a disagreement between the GPC and the Dean of YSGS, the disagreement will be referred by the disputants to the Vice-President, Academic. In the event of continuing disagreements, the matter shall be reported to the President for action.

4. Membership

In accordance with Policy 45, membership has been determined via a consultative process involving the faculty and graduate students, and the Dean, YSGS. GPC Membership includes the following:

4.1. The Graduate Program Director (GPD).

4.2.   Associate Deans (or their representatives) with responsibilities for Graduate Studies drawn from each of the university faculties with involvement in the program.

4.3.   All faculty members who are currently active in the programs in Environmental Applied Science and Management, including all involved in supervision and teaching.

4.4.   Graduate student representatives elected by and from graduate students in the program (the number will normally be three MASc students and two PhD students).

4.5.   The Graduate Program Administrator, who will be a non-voting member of the GPC.

4.6.   The term of GPC membership will be 1 year. Student members may stand for re-election.

4.7.   Any faculty member, associate member associated with the program, or student may attend a meeting of the GPC as a non-voting participant.

5. Chair

5.1.   The Program Director will serve as Chair. The Chair is responsible for (or ensuring that the following are conducted):

5.1.1.   Calling and conducting meetings, and confirming quorum.

5.1.2.   Setting agendas.

5.1.3.   Maintaining a written record of GPC decisions, actions, and recommendations, and ensuring that a copy of these records is filed with the YSGS Graduate Studies Assistant.

5.1.4.   Monitoring follow up to GPC actions.

5.1.5.   Submitting relevant agenda items to applicable YSGS committees (e.g., Programs and Planning Committee) or to the YSGS Council.

5.2.   The Chair is an ex-officio member of all GPC committees and sub-committees.

5.3.   The Chair may request another GPC member to act as Chair on an interim basis.

6. GPC Procedures

6.1.   The GPC will meet at least twice per year, once in each of the Fall and Winter semesters. Meetings will be scheduled to permit sufficient time for submissions to be made, for information or approval where applicable, to other committees and councils. Additional meetings may be held at the call of the Chair or at the request of GPC members.

6.2.   Notices of meetings will normally be distributed at least 5 days in advance.

6.3.   Only members of the GPC (faculty and students) are voting members. The Chair shall vote only in the event of a tie.

6.4.   Quorum is 50 percent of the GPC's full membership. The majority of the members present must be voting faculty members.

6.5.   Voting matters are normally decided by a simple majority of voting members present at a meeting.

6.6.   Decisions may be taken outside meetings through ballots distributed electronically or physically to all members.

6.7.   All members are expected to attend meetings of the GPC and, where relevant, committee and sub-committee meetings. If members are unable to attend they are to inform the Chair of the GPC, the relevant committee or sub-committee in advance of the meeting, or as soon as possible thereafter

6.8.   A GPC member may attend a meeting of any committee or sub-committee of which he/she is not a formal member as a non-voting participant.

6.9.   A decision to amend GPC Bylaws requires a two-thirds majority of voting members present at the meeting, and can be taken only after written notice has been provided to all members at least 5 days in advance of the meeting. There is no proxy voting, and GPC members must be in attendance at a GPC meeting to vote (except where Section 6.6 applies).

7. Standing Committees

Membership of all committees is on a volunteer basis and members are elected from and by the GPC. The term of office of members of any committee is identical to the academic year, for which the GPC was constituted.

The Standing Committees of the GPC are as follows:

7.1. Admissions and Studies

7.1.1.   Mandate: to make recommendations to the YSGS Council, or relevant subcommittee, regarding the following:

7.1.1.1.   Recruitment mechanisms;

7.1.1.2.   Procedures, practices and standards for admissions into graduate programs, including academic and non-academic qualifications (ESL, standards, etc.);

7.1.1.3.   Registration practices (course selection and approval);

7.1.1.4.   Standards for maintaining good standing (grades, continuous registration, etc.);

7.1.1.5.   Residency/post residency requirements;

7.1.1.6.   Full-time and part-time status requirements and procedures;

7.1.1.7. Procedures and practices for graduate examinations, in particular, candidacy examinations, thesis and dissertation requirements and thesis and dissertation examination practices;

7.1.1.8. Time limits for completion of graduate programs;

7.1.1.9. Definition of instructional offence and offences of conduct;

7.1.1.10. Student appeal and petition mechanisms; and

7.1.1.11. Graduation requirements and practices and convocation practices.

7.1.1.12. This committee does not review individual student files or protected information.

7.1.2. Committee Composition: GPD, 3 faculty members, 1 student representative. The Committee may second additional non-voting members.

7.2. Scholarships and Awards

7.2.1. Mandate:

7.2.1.1. To recommend policies and practices for graduate student funding, e.g. minimum levels, length of commitment, both full-time and part-time;

7.2.1.2. To recommend sources of graduate student funding, e.g. internal scholarships, A.A.'s and R.A.'s; and

7.2.1.3. Recommend selection procedures.

7.2.1.4. This committee does not review individual student files or protected information.

7.2.2. Committee Composition: GPD, 3 faculty members, 1 student representative. The Committee may second additional non-voting members.

7.3. Program Membership Committee

7.3.1. Mandate:

7.3.1.1. To develop program-specific criteria and procedures for YSGS membership and supervisory responsibilities, which must be consistent with YSGS requirements and be approved by the Dean of YSGS.

7.3.1.2. To review membership applications at the program level in light of the rationale established for membership, and to submit its recommendations to the Dean of YSGS; and

7.3.1.3. To review the YSGS membership list on an annual basis and submit it to the Dean of YSGS.

7.3.1.4. To survey all faculty members on an annual basis to allow for self-identification as "currently active" for the purpose of defining quorum and involvement in the GPC for the academic year.

7.3.2.   Committee Composition: GPD, 3 faculty members, 1 student representative; the student member's activities are limited to matters of policy and procedure. The Committee may second additional non-voting members.

7.3.3.   Procedures

7.3.3.1.   On an annual basis the GPD shall send the names of the PMC members and an updated list of YSGS membership to the Dean of YSGS;

7.3.3.2.   The PMC shall review YSGS membership applications and submit its recommendations to the Dean of YSGS for approval.

7.4. GPC Sub-committees

7.4.1.   GPC sub-committees (which may be Committees of the Whole) may be established, with mandate and authority specified at the time of the creation. Where decision-making power is delegated to such sub-committees, their responsibilities and composition must be specified in these bylaws. If sub-committees are deemed appropriate by the GPC, consideration should be given to those areas (e.g., curriculum, scholarship and awards, admissions) included in the YSGS governance structure. Other sub-committees may be established in accordance with GPC bylaws.

7.4.2.   Additional committees, coordinator and working groups can be established at any time with the approval of the GPC.

7.4.3.   Membership of all committees and sub-committees is on a volunteer basis and is to be approved by the GPC.

7.4.4.   The term of office of members of any committee or sub-committee is 1 year from the date of the Fall GPC meeting. There is no limit to the number of terms committee and sub-committee members may serve, provided that the member is re-elected each year.

Yeates SCHOOL OF GRADUATE STUDIES

GRADUATE PROGRAM COUNCIL BYLAWS

[M.A. in International Economics and Finance, Ph.D. in Economics]

Approved by YSGS Council

17/04/2014

Approved by Dean, YSGS

17/04/2014

Approved by the Academic Governance and Policy Committee of Senate

dd/mm/yyyy

Approved by Senate

dd/mm/yyyy

1.   Definitions

Chair: Chair of Council, unless otherwise stated

Council: Graduate Program Council unless otherwise stated

Faculty: all full-time faculty members

Graduate Student: a student who is supervised, or co-supervised, by a faculty member associated with this graduate program.

2.   Mandate

Students and faculty are partners in ensuring the successful functioning of graduate programs at Ryerson University. The Graduate Program Council (GPC) is the principle mechanism for bringing together these two constituencies to identify, discuss and address matters relating to that graduate program. The specific mandate of the GPC is:

2.1.   To develop and recommend policies relevant to the Graduate Program within the context of general University policies, especially those of the Yeates School of Graduate Studies (YSGS).

2.2.   To contribute actively to the operation and long-term planning of the graduate program and YSGS through the creation of committees, working groups and other mechanisms as deemed appropriate.

2.3.   To ensure the graduate program remains current and relevant by recommending changes to the current curriculum and methods of delivery.

2.4.   To provide an arena for the debate, discussion, and dissemination of information on matters pertaining to the graduate program and YSGS.

3.   Authority

The GPC will operate in the spirit of policy adopted by Senate, in particular, Policy #45: *Constitutional Provisions for Department/School Councils*.

3.1.   The GPC is responsible for academic policy and procedure recommendations pertaining to graduate education and graduate offerings specific to this graduate program/Department/School/Faculty. The GPC will collaborate in a transparent manner with related Department/School Council(s), Chair(s)/Director(s), affected Faculty Dean(s) or designate(s), the Dean of YSGS, the YSGS Council and its standing committees.

3.2.   The GPC may **approve** policy and procedures with significance and effect only in the program. The GPC must consult with the Graduate Program Director (GPD), affected Faculty Dean(s) or designate(s), Faculty Council(s) where appropriate, the Dean of Record, and the Dean of YSGS before implementing any policy or

procedure. The Dean of YSGS shall ensure that all consultations have occurred before endorsing the implementation of any policy or procedure.

3.3. The GPC may **recommend and communicate** policies and procedures with implications beyond the program. Affected Faculty Dean(s), and/or designate(s) and/or the Dean of Record must endorse recommended policies and procedures before they are submitted to the Dean of YSGS and YSGS Council. The YSGS Council makes recommendations for approval to Senate.

3.4. The GPC may report directly to the YSGS Council on issues specific to the respective program, and/or matters of general interest. Department/School based programs should copy their respective Department/School Councils on such reports.

3.5. Input to committees:

3.5.1. GPC and committees will review all matters pertaining to their mandates on their own initiative.

3.5.2. GPC may also request that committees review any particular matter.

Without prejudice to any policy of the Ryerson Senate, the authority of the GPC will embrace these additional principles:

3.6. The GPC will not enter into debate or take action on any matter that would violate the Ryerson University Act, or any policy of Senate.

3.7. The GPC will not enter into debate or take action on any matter that would violate Ryerson University's and/or statutory confidentiality requirements in respect to students, faculty or staff, or on matters of a contractual nature.

3.8. The GPC does not have the authority to override decisions made by other Department/School Committees that do not report to it. The GPC does, however, have the authority to discuss such decisions and to provide advice, except in cases precluded by considerations of confidentiality and/or contractual requirements, as specified above. The determination of such restrictions is the responsibility of the [Departmental Chair]. The GPC is advisory to the Department Chair on matters that are contractually the responsibility of the Chair.

3.9. In the event of a disagreement between the GPC and the Dean of YSGS, the disagreement will be referred by the disputants to the Vice-President, Academic. In the event of continuing disagreements, the matter shall be reported to the President for action.

4. Membership

In accordance with Policy 45, membership has been determined via a consultative process involving the GPD, affected Chair(s)/Director(s), affected faculty Deans, and the Dean, YSGS. GPC Membership includes the following:

4.1. The GPD

4.2.   The Department/School Chair/Director

4.3.   All faculty members who are active YSGS members **and** currently teaching regularly in, supervising students of, or active in the administration of the graduate program.

4.4.   A Graduate Student representative from each program of study (e.g. PhD. and MA) elected by and from graduate students in that program of study. Graduate student representatives are not allowed to vote on matters relating to curriculum and course or comprehensive exams.

4.5.   The Graduate Program Administrator who will be a non-voting member of Council.

5. Chair

5.1.   The Chair of the GPC will be elected by GPC members at the first meeting. The position of Chair will be re-elected at the beginning of each academic year.

5.2.   The GPC Chair is responsible for (or ensuring that the following are conducted):

   5.2.1.   Calling and conducting meetings, and confirming quorum.

   5.2.2.   Setting agendas.

   5.2.3.   Maintaining a written record of Council decisions, actions, and recommendations, and ensuring that a copy of these records is filed with the YSGS Graduate Studies Assistant.

   5.2.4.   Monitoring follow up to Council actions.

   5.2.5.   Submitting relevant agenda items to applicable YSGS committees (e.g., Programs and Planning Committee) or to the YSGS Council.

5.3.   The GPC Chair and the GPD are ex-officio members of all GPC committees and sub-committees. Ex-officio members of a committee or sub-committee have full voting rights in that committee or sub-committee.

5.4.   The GPC Chair may request another council member to act as Chair on an interim basis.

5.5.   There is no limit to the number of terms that a GPC Chair may serve, provided that an election is duly held each year.

6. GPC Procedures

6.1.   GPCs will meet at least once per year. Meetings will be scheduled to permit sufficient time for submissions to be made, for information or approval where applicable, to other committees and councils. Additional meetings may be held at the call of the GPC Chair or at the request of Council members.

6.2. Notices of meetings will normally be distributed at least 5 days in advance.

6.3. Only faculty members and the two elected graduate student members of the GPC are voting members. Staff may serve on the GPC or its committees but are non-voting.

6.4. Quorum is 50% of the GPC's full membership, and the majority of the members present must be voting faculty members.

6.5. Voting matters are normally decided by a simple majority of voting members present at a meeting.

6.6. Decisions may be taken outside meetings through ballots distributed electronically or physically to all members.

6.7. All members are expected to attend Council and, where relevant, committee and sub-committee meetings. If members are unable to attend they are to inform the Chair of the GPC, relevant committee or sub-committee in advance of the meeting, or as soon as possible thereafter

6.8. Any Council member may attend a meeting of any committee, of which he/she is not a formal member, as a non-voting participant.

6.9. A decision to amend GPC Bylaws requires a two-thirds majority of voting members present at the meeting, and can be taken only after written notice has been provided to all members at least 5 days in advance of the meeting. There is no proxy voting, and GPC members must be in attendance at a GPC meeting to vote (except where 6.6 applies).

7. Standing Committees

GPC committees and sub-committees (which may be Committees of the Whole) may be established, with mandate and authority specified at the time of the creation. Where decision-making power is delegated to such sub-committees, their responsibilities and composition must be specified in these bylaws. If sub-committees are deemed appropriate by the GPC, consideration should be given to those areas (e.g., curriculum, scholarship and awards, admissions) included in the YSGS governance structure. Other sub-committees may be established in accordance with GPC bylaws.

7.1. Additional committees, coordinator and working groups can be established at any time with the approval of the GPC.

7.2. Membership of all committees and sub-committees is on a volunteer basis and should be approved by the GPC.

7.3. The term of office of members of any committee or sub-committee is 1 year from September 1 to August 31. There is no limit to the number of terms committee and sub-committee members may serve, provided that the member remains a member of the GPC.

The Standing Committees of the GPC are as follows:

7.4 The Graduate Program Coordinating committee: There shall be one committee composed of the GPD, the Graduate Program Administrator (GPA) and normally one representative member for each of microeconomics, macroeconomics, and the applied fields. The Graduate Program Coordinating committee shall advise the Graduate Program Director on such matters as:

7.4.1 ensuring the integrity, currency, and relevance of the curricula of the MA program in International Economics and Finance and the PhD program in Economics by:

7.4.1.1 monitoring the curriculum of the graduate programs on an ongoing basis to ensure that it continues to satisfy the objectives of the program;

7.4.1.2 recommending, to the Programs and Planning Committee of the School of Graduate Studies, such curricular amendments as it deems advisable;

7.4.1.3 recommending, to the Council of the School of Graduate Studies, any reviews and/or revisions that it may deem necessary; coordinating such reviews and revisions; and in respect to proposed revisions, ensuring compliance with the approval processes of the University and of the Ontario Council of Graduate Schools; and

7.4.1.4 responding to queries, requests, or proposals from any constituency within the program or within the University when these bear upon the program curricula;

7.4.2 ensuring the effective administration of the MA program in International Economics and Finance and the PhD program in Economics by:

7.4.2.1 recommending members and associate members to the Membership Committee of the School of Graduate Studies;

7.4.2.2 meeting with the student association at least once per year to discuss student concerns;

7.4.2.3 providing guidance to the teaching/supervising faculty, particularly with respect to student advising;

7.4.2.4 facilitating communication between and among the teaching/supervising faculty;

7.4.2.5 providing support for Department-based and other initiatives of relevance to the program including, but not restricted to, alumni initiatives, student/faculty events, and special seminars/symposia;

7.4.2.6   ensuring the adequate promotion of the program through appropriate print and electronic promotional material (subject to budgetary limitations); and

7.4.2.7   reviewing annually the budget of the program and, when required, make recommendations for amendment to the Dean of the School of Graduate Studies.

7.5   Graduate Program Admissions and Studies committee: There shall be at least 3 members of faculty in a Graduate Program Admissions committee consisting of the Graduate Program Director and at least two faculty members of the Graduate Program Council. The Graduate Program Admissions committee shall:

7.5.1   review applications and make recommendations to the Dean of the School of Graduate Studies as to which applicants should be offered admission to the graduate programs;

7.5.2   recommend policies and practices for graduate student funding, e.g. minimum levels, length of commitment, both full-time and part-time;

7.5.3   recommend sources of graduate student funding, e.g. internal scholarships, A.A.'s and R.A.'s; and

7.5.4   recommend selection procedures and Recruitment mechanisms;

7.5.5   recommend to the Graduate Program Committee admissions policies consistent with the policies of the School of Graduate Studies.

7.5.6   recommend registration practices (course selection and approval);

7.5.7   recommend standards for maintaining good standing (grades, continuous registration, etc.);

7.5.8   recommend residency/post residency requirements;

7.5.9   recommend full-time and part-time status requirements and procedures;

7.5.10   recommend thesis requirements and thesis examination practices;

7.5.11   recommend time limits for completion of graduate programs;

7.5.12   recommend definition of instructional offence and offences of conduct;

7.5.13   recommend student appeal and petition mechanisms; and

7.5.14   recommend graduation requirements and practices and convocation practices.

7.6   Program Membership Committee
   7.6.1   Mandate:

   7.6.1.1   To develop program-specific criteria and procedures for YSGS membership and supervisory responsibilities, which must be consistent with YSGS requirements and approved by YSGS Dean;

   7.6.1.2   To review membership applications at the program level in light of the rationale established for membership, and to submit its recommendations to the Dean of YSGS; and

   7.6.1.3   To review the YSGS membership list on an annual basis and submit it to the Dean of YSGS.

   7.6.2   Committee Composition: The Program Membership Committee (PMC) shall consist of the GPD, and the GPC Chair as ex-officio members. In addition three faculty members shall be members of the Program Membership Committee.

   7.6.3   Procedures

   7.6.3.1   On an annual basis the GPD shall send the names of the PMC members and an updated list of YSGS membership to the YSGS Dean;

   7.6.3.2   The PMC shall review YSGS membership applications and submit its recommendations to the YSGS Dean for approval.

7.7   Ad Hoc Committees

   7.7.1   The GPC may constitute ad-hoc committees to address specific topics.

   7.7.2   Membership of ad-hoc committees will be determined at the time the committee is constituted.

   7.7.3   Members will hold office until the report of the committee has been submitted to, and accepted by, the GPC, or until such time as the ad-hoc committee has been dissolved.

Yeates SCHOOL OF GRADUATE STUDIES

GRADUATE PROGRAM COUNCIL BYLAWS

Master of Arts

Literatures of Modernity

Department of English

Approved by YSGS Council

27/02/2014

Approved by Dean, YSGS

18/03/2014

Approved by the Academic Governance and Policy Committee of Senate

dd/mm/yyyy

Approved by Senate

dd/mm/yyyy

1.   Definitions

Chair: Chair of Council, unless otherwise stated

Council: Graduate Program Council unless otherwise stated

Faculty: all full-time RFA faculty members who are also members of YSGS

Graduate Student: a student who is registered in this graduate program

2.   Mandate

Students and faculty are partners in ensuring the successful functioning of graduate programs at Ryerson University. The Graduate Program Council (GPC) is the principal mechanism for bringing together these two constituencies to identify, discuss and address matters relating to that graduate program. The specific mandate of the GPC is:

2.1.   To develop and recommend policies relevant to the Graduate Program within the context of general University policies, especially those of the Yeates School of Graduate Studies (YSGS).

2.2.   To contribute actively to the operation and long-term planning of the graduate program and YSGS through the creation of committees, working groups and other mechanisms as deemed appropriate.

2.3.   To ensure the graduate program remains current and relevant by recommending changes to the curriculum and methods of delivery.

2.4.   To provide an arena for the debate, discussion, and dissemination of information on matters pertaining to the graduate program and YSGS.

3.   Authority

The GPC will operate in the spirit of policy adopted by Senate, in particular, Policy #45: *Constitutional Provisions for Department/School Councils.*

3.1.   The GPC is responsible for academic policy and procedure recommendations pertaining to graduate education and graduate offerings specific to this graduate program. The GPC will collaborate in a transparent manner with related Department Council(s), Chair(s)/Director(s), affected Faculty Dean(s) or designate(s), the Dean of YSGS, the YSGS Council and its standing committees.

3.2.   The GPC may **approve** policy and procedures with significance and effect only in the program. The GPC must consult with the GPD, affected Faculty Dean(s) or designate(s), Faculty Council(s) where appropriate, the Dean of Record, and the Dean of YSGS before implementing any policy or procedure. The Dean of YSGS shall ensure that all consultations have occurred before endorsing the implementation of any policy or procedure.

3.3.   The GPC may **recommend and communicate** policies and procedures with implications beyond the program. Affected Faculty Dean(s), and/or designate(s) and/or the Dean of Record must endorse recommended policies and procedures before they are submitted to the Dean of YSGS and YSGS Council. The YSGS Council makes recommendations for approval to Senate.

3.4.   The GPC may report directly to the YSGS Council on issues specific to the respective program, and/or matters of general interest. Department based programs should copy their respective Department Councils on such reports.

3.5.   Input to committees:

    3.5.1.   GPC and its sub-committees will review all matters pertaining to their mandates on their own initiative.

    3.5.2.   GPC may also request that its sub-committees review any particular matter.

Without prejudice to any policy of the Ryerson Senate, the authority of the GPC will embrace these additional principles:

3.6.   The GPC will not enter into debate or take action on any matter that would violate the Ryerson University Act, or any policy of Senate.

3.7.   The GPC will not enter into debate or take action on any matter that would violate Ryerson University's and/or statutory confidentiality requirements in respect to students, faculty or staff, or on matters of a contractual nature.

3.8.   The GPC does not have the authority to override decisions made by other Department Committees that do not report to it. The GPC does, however, have the authority to discuss such decisions and to provide advice, except in cases precluded by considerations of confidentiality and/or contractual requirements, as specified above. The determination of such restrictions is the responsibility of the Departmental Chair. The GPC is advisory to the Department Chair on matters that are contractually the responsibility of the Chair.

3.9.   In the event of a disagreement between the GPC and the Dean of YSGS, the disagreement will be referred by the disputants to the Vice-President, Academic. In the event of continuing disagreements, the matter shall be reported to the President for action.

4.   Membership

In accordance with Policy 45, membership has been determined via a consultative process involving the GPD, affected Chair(s)/Director(s), affected faculty Deans, and the Dean, YSGS. GPC Membership includes the following:

4.1.   The Graduate Program Director (GPD)

4.2.   The Department Chair

4.3.   All faculty members who are active YSGS members **and** teaching regularly in, supervising students of, or active in the administration of the graduate program.

4.4.   Two Graduate Student representatives elected by and from graduate students in this program of study.

4.5.   The Graduate Program Administrator who will be a non-voting member of Council.

5. Chair

5.1.   The Chair of the GPC will be elected by GPC members at the first meeting. The position of Chair will be re-elected at the beginning of each academic year.

5.2.   The GPC Chair is responsible for (or ensuring that the following are conducted):

5.2.1.   Calling and conducting meetings, and confirming quorum.

5.2.2.   Setting agendas.

5.2.3.   Maintaining a written record of Council decisions, actions, and recommendations, and ensuring that a copy of these records is filed with the YSGS Graduate Studies Assistant.

5.2.4.   Monitoring follow up to Council actions.

5.2.5.   Submitting relevant agenda items to applicable YSGS committees (e.g., Programs and Planning Committee) or to the YSGS Council.

5.3.   The GPC Chair is an ex-officio member of all GPC committees and sub-committees.

5.4.   The GPC Chair may request another council member to act as Chair on an interim basis.

5.5.   There is no limit to the number of terms that a GPC Chair may serve, provided that an election is duly held each year.

6. GPC Procedures

6.1.   GPCs will meet at least twice per year, once in each of the Fall and Winter semesters. Meetings will be scheduled to permit sufficient time for submissions to be made, for information or approval where applicable, to other committees and councils. Additional meetings may be held at the call of the GPC Chair or at the request of Council members.

6.2.   Notices of meetings will normally be distributed at least 5 days in advance.

6.3.   Only faculty and student members of the GPC are voting members. The GPC Chair shall vote only in the event of a tie. Staff may serve on the GPC or its committees but are non-voting.

6.4.   Quorum is 50% of the GPC's full membership, and the majority of the members present must be voting faculty members.

6.5.   Voting matters are normally decided by a simple majority of voting members present at a meeting.

6.6.   Decisions may be taken outside meetings through ballots distributed electronically or physically to all members.

6.7.   All members are expected to attend Council and, where relevant, committee and sub-committee meetings. If members are unable to attend they are to inform the Chair of the GPC, relevant committee or sub-committee in advance of the meeting, or as soon as possible thereafter.

6.8.   Any Council member may attend a meeting of any committee, of which he/she is not a formal member, as a non-voting participant. This provision does not apply to student members of the GPC.

6.9.   A decision to amend GPC Bylaws requires a two-thirds majority of voting members present at the meeting, and can be taken only after written notice has been provided to all members at least 5 days in advance of the meeting. There is no proxy voting, and GPC members must be in attendance at a GPC meeting to vote (except where 6.6 applies).

7. Standing Committees

GPC sub-committees (which may be Committees of the Whole, the Whole being the "Graduate Program Committee") may be established, with mandate and authority specified at the time of the creation. Where decision-making power is delegated to such sub-committees, their responsibilities and composition must follow the bylaw specifications below. Other sub-committees may be established in accordance with GPC bylaws.

7.1.   Additional committees, coordinator and working groups can be established at any time with the approval of the GPC.

7.2.   Membership of all committees and sub-committees is on a volunteer basis and should be approved by the GPC.

7.3.   The term of office of members of any committee or sub-committee is 1 year from September 1 to August 31. There is no limit to the number of terms committee and sub-committee members may serve, provided that the member is re-elected every year.

7.4.   Committee composition: all GPC standing committees (or the "Graduate Program Committee") will normally consist of 5 or 6 members, including the GPD, the GPC Chair (if not the GPD), the Department Chair, the Practicum Director, and 2 or 3 elected faculty members. Students may not sit on Standing Committees 7.5, 7.6 and 7.7.

The Standing Committees of the GPC are as follows:

7.5. Admissions and Studies

7.5.1.   Mandate: to make recommendations to the YSGS Council, or relevant subcommittee, regarding the following:

7.5.1.1.   Recruitment mechanisms;

7.5.1.2.   Procedures, practices and standards for admissions into graduate programs, including academic and non-academic qualifications (ESL, standards, etc.);

7.5.1.3.   Registration practices (course selection and approval);

7.5.1.4.   Standards for maintaining good standing (grades, continuous registration, etc.);

7.5.1.5.   Residency/post residency requirements;

7.5.1.6.   Full-time and part-time status requirements and procedures;

7.5.1.7.   Procedures and practices for graduate examinations, in particular, comprehensive examinations, thesis requirements and thesis examination practices;

7.5.1.8.   Time limits for completion of graduate programs;

7.5.1.9.   Definition of instructional offence and offences of conduct;

7.5.1.10.   Student appeal and petition mechanisms; and

7.5.1.11.   Graduation requirements and practices and convocation practices.

7.6. Scholarships and Awards

7.6.1.   Mandate:

7.6.1.1.   To recommend policies and practices for graduate student funding, e.g. minimum levels, length of commitment, both full-time and part-time;

7.6.1.2.   To recommend sources of graduate student funding, e.g. internal scholarships, A.A.'s and R.A.'s; and

7.6.1.3.   Recommend selection procedures.

7.7. Program Membership Committee

7.7.1.   Mandate:

7.7.1.1.   To develop program-specific criteria and procedures for YSGS membership and supervisory responsibilities, which must be consistent with YSGS requirements and approved by YSGS Dean;

7.7.1.2.   To review membership applications at the program level in light of the rationale established for membership, and to submit its recommendations to the Dean of YSGS; and

7.7.1.3.   To review the YSGS membership list on an annual basis and submit it to the Dean of YSGS.

7.7.2.   Procedures:

7.7.2.1.   On an annual basis the GPD shall send the names of the PMC members and an updated list of YSGS membership to the YSGS Dean;

7.7.2.2.   The PMC shall review YSGS membership applications and submit its recommendations to the YSGS Dean for approval.

7.8. Ad Hoc Committees

7.8.1.   The GPC may constitute ad-hoc committees to address specific topics.

7.8.2.   Membership of ad-hoc committees will be determined at the time the committee is constituted.

7.8.3.   Members will hold office until the report of the committee has been submitted to, and accepted by, the GPC, or until such time as the ad-hoc committee has been dissolved.

Yeates SCHOOL OF GRADUATE STUDIES

GRADUATE PROGRAM COUNCIL BYLAWS

Mechanical and Industrial Engineering

Approved by YSGS Council

27/02/2014

Approved by Dean, YSGS

18/03/2014

Approved by the Academic Governance and Policy Committee of Senate

Xx/xx/xxxx

Approved by Senate

Xx/xx/xxxx

1.   Definitions

Chair: Chair of Council, unless otherwise stated

Council: Graduate Program Council unless otherwise stated

Faculty: All faculty members who are YSGS members

Graduate Student: a student who is supervised, or co-supervised, by a faculty member associated with this graduate program.

2.   Mandate

Students and faculty are partners in ensuring the successful functioning of graduate programs at Ryerson University. The Graduate Program Council (GPC) is the principle mechanism for bringing together these two constituencies to identify, discuss and address matters relating to that graduate program. The specific mandate of the GPC is:

2.1.   To develop and recommend policies relevant to the Graduate Program within the context of general University policies, especially those of the Yeates School of Graduate Studies (YSGS).

2.2.   To contribute actively to the operation and long-term planning of the graduate program and YSGS through the creation of committees, working groups and other mechanisms as deemed appropriate.

2.3.   To ensure the graduate program remains current and relevant by recommending changes to the current curriculum and methods of delivery.

2.4.   To provide an arena for the debate, discussion, and dissemination of information on matters pertaining to the graduate program and YSGS.

3.   Authority

The GPC will operate in the spirit of policy adopted by Senate, in particular, Policy #45: *Constitutional Provisions for Department/School Councils*.

3.1.   The GPC is responsible for academic policy and procedure recommendations pertaining to graduate education and graduate offerings specific to this graduate program. The GPC will collaborate in a transparent manner with related Department Council, Chair, affected Faculty Dean or designate, the Dean of YSGS, the YSGS Council and its standing committees.

3.2.   The GPC may approve policy and procedures with significance and effect only in the program. The GPC must consult with the GPD, affected Faculty Dean or designate, Faculty Council where appropriate, the Dean of Record, and the Dean of YSGS before implementing any policy or procedure. The Dean of YSGS shall ensure that all consultations have occurred before endorsing the implementation of any policy or procedure.

3.3. The GPC may recommend and communicate policies and procedures with implications beyond the program. Affected Faculty Dean, and/or designate(s) and/or the Dean of Record must endorse recommended policies and procedures before they are submitted to the Dean of YSGS and YSGS Council. The YSGS Council makes recommendations for approval to Senate.

3.4. The GPC may report directly to the YSGS Council on issues specific to the respective program, and/or matters of general interest. Department based programs should copy their respective Department Councils on such reports.

3.5. Input to committees:

    3.5.1. GPC and committees will review all matters pertaining to their mandates on their own initiative.

    3.5.2. GPC may also request that committees review any particular matter.

Without prejudice to any policy of the Ryerson Senate, the authority of the GPC will embrace these additional principles:

3.6. The GPC will not enter into debate or take action on any matter that would violate the Ryerson University Act, or any policy of Senate.

3.7. The GPC will not enter into debate or take action on any matter that would violate Ryerson University's and/or statutory confidentiality requirements in respect to students, faculty or staff, or on matters of a contractual nature.

3.8. The GPC does not have the authority to override decisions made by other Department Committees that do not report to it. The GPC does, however, have the authority to discuss such decisions and to provide advice, except in cases precluded by considerations of confidentiality and/or contractual requirements, as specified above. The determination of such restrictions is the responsibility of the Departmental Chair. The GPC is advisory to the Department Chair on matters that are contractually the responsibility of the Departmental Chair.

3.9. In the event of a disagreement between the GPC and the Dean of YSGS, the disagreement will be referred by the disputants to the Vice-President, Academic. In the event of continuing disagreements, the matter shall be reported to the President for action.

4. Membership

In accordance with Policy 45, membership has been determined via a consultative process involving the GPD, affected Chair(s)/Director(s), affected faculty Deans, and the Dean, YSGS. GPC Membership includes the following:

4.1. The Graduate Program Director (GPD)

4.2. The Department Chair

4.3.   All faculty members who are members of YSGS.

4.4.   One Graduate Student representative from each program of study (PhD, MASc, and MEng.) elected by and from graduate students in that program of study.

4.5.   The Graduate Program Administrator who will be a non-voting member of Council.

4.6.   The term of GPC membership will be 1 year for students.

5. Chair

5.1.   The Graduate Program Director will be the Chair of the GPC.

5.2.   The GPC Chair is responsible for:

5.2.1.   Calling and conducting meetings, and confirming quorum.

5.2.2.   Setting agendas.

5.2.3.   Maintaining a written record of Council decisions, actions, and recommendations, and ensuring that a copy of these records is filed with the YSGS Graduate Studies Assistant.

5.2.4.   Monitoring follow up to Council actions.

5.2.5.   Submitting relevant agenda items to applicable YSGS committees (e.g., Programs and Planning Committee) or to the YSGS Council.

5.3.   The GPC Chair is an ex-officio member of all GPC committees and sub-committees.

5.4.   The GPC Chair may request another council member to act as Chair on an interim basis.

6. GPC Procedures

6.1.   GPCs will meet at least twice per year, once in each of the Fall and Winter semesters. Meetings will be scheduled to permit sufficient time for submissions to be made, for information or approval where applicable, to other committees and councils. Additional meetings may be held at the call of the GPC Chair or at the request of at least 10 Council members.

6.2.   Notices of meetings will normally be distributed at least 5 days in advance.

6.3.   Only faculty and student members of the GPC are voting members. The GPC Chair shall vote only in the event of a tie. Staff may serve on the GPC or its committees but are non-voting.

6.4.   Quorum is 30% of the GPC's full membership. The majority of the members present must be voting faculty members.

6.5. Voting matters are normally decided by a simple majority of voting members present at a meeting.

6.6. All members are expected to attend Council and, where relevant, committee and sub-committee meetings. If members are unable to attend, they are to inform the Chair of the GPC, relevant committee or sub-committee in advance of the meeting, or as soon as possible thereafter

6.7. A decision to amend GPC Bylaws requires a two-thirds majority of voting members present at the meeting, and can be taken only after written notice has been provided to all members at least 5 days in advance of the meeting. There is no proxy voting, and GPC members must be in attendance at a GPC meeting to vote.

7. Standing Committees

7.1. Additional committees, coordinator and working groups can be established at any time with the approval of the GPC.

7.2. Membership of all committees and sub-committees is on a volunteer basis and should be approved by the GPC.

7.3. The term of office of members of any committee or sub-committee is 1 year from September 1 to August 31. There is no limit to the number of terms committee and sub-committee members may serve, provided that the member is re-elected every year.

The Standing Committees of the GPC are as follows:

7.4. Admissions and Studies

7.4.1. Mandate: to make recommendations to the YSGS Council, or relevant subcommittee, regarding the following:

7.4.1.1. Recruitment mechanisms;

7.4.1.2. Procedures, practices and standards for admissions into graduate programs, including academic and non-academic qualifications (ESL, standards, etc.);

7.4.1.3. Registration practices (course selection and approval);

7.4.1.4. Standards for maintaining good standing (grades, continuous registration, etc.);

7.4.1.5. Residency/post residency requirements;

7.4.1.6. Full-time and part-time status requirements and procedures;

7.4.1.7. Procedures and practices for graduate examinations, in particular, comprehensive examinations, thesis requirements and thesis examination practices;

7.4.1.8. Time limits for completion of graduate programs;

7.4.1.9.   Definition of instructional offence and offences of conduct;

7.4.1.10.   Student appeal and petition mechanisms; and

7.4.1.11.   Graduation requirements and practices and convocation practices.

7.4.2.   Committee Composition: GPD as ex-officio member, 3 faculty members

7.5. Scholarships and Awards

7.5.1.   Mandate:

7.5.1.1.   To recommend policies and practices for graduate student funding, e.g. minimum levels, length of commitment, both full-time and part-time;

7.5.1.2.   To recommend sources of graduate student funding, e.g. internal scholarships, A.A.'s and R.A.'s; and

7.5.1.3.   Recommend selection procedures.

7.5.1.4.   To select Scholarships and awards recipients

7.5.2.   Committee Composition: GPD as ex-officio member, 5 faculty members.

7.6. Program Membership Committee

7.6.1.   Mandate:

7.6.1.1.   To develop program-specific criteria and procedures for YSGS membership and supervisory responsibilities, which must be consistent with YSGS requirements and approved by YSGS Dean;

7.6.1.2.   To review membership applications at the program level in light of the rationale established for membership, and to submit its recommendations to the Dean of YSGS.

7.6.1.3.   To review the YSGS membership list on an annual basis and submit it to the Dean of YSGS.

7.6.2.   Committee Composition: GPD as ex-officio member, MIE Department Chair and *2* faculty members.

7.6.3.   Procedures

7.6.3.1. On an annual basis the GPD shall send the names of the PMC members and an updated list of YSGS membership to the YSGS Dean;

7.6.3.2. The PMC shall review YSGS membership applications and submit its recommendations to the YSGS Dean for approval.

7.7. Ad Hoc Committees

7.7.1.   The GPC may constitute ad-hoc committees to address specific topics.

7.7.2.   Membership of ad-hoc committees will be determined at the time the committee is constituted.

7.7.3.   Members will hold office until the report of the committee has been submitted to, and accepted by, the GPC, or until such time as the ad-hoc committee has been dissolved.

Yeates SCHOOL OF GRADUATE STUDIES

GRADUATE PROGRAM COUNCIL BYLAWS

Media Production

Approved by YSGS Council

27/02/2014

Approved by Dean, YSGS

18/03/2014

Approved by the Academic Governance and Policy Committee of Senate

dd/mm/yyyy

Approved by Senate

dd/mm/yyyy

1.   Definitions

Chair: Chair of Council, unless otherwise stated

Council: Graduate Program Council unless otherwise stated

Faculty: all full-time faculty members

Graduate Student: a student who is supervised, or co-supervised, by a faculty member associated with this graduate program.

2.   Mandate

Students and faculty are partners in ensuring the successful functioning of graduate programs at Ryerson University. The Graduate Program Council (GPC) is the principle mechanism for bringing together these two constituencies to identify, discuss and address matters relating to that graduate program. The specific mandate of the GPC is:

2.1.   To develop and recommend policies relevant to the Graduate Program within the context of general University policies, especially those of the Yeates School of Graduate Studies (YSGS).

2.2.   To contribute actively to the operation and long-term planning of the graduate program and YSGS through the creation of committees, working groups and other mechanisms as deemed appropriate.

2.3.   To ensure the graduate program remains current and relevant by recommending changes to the current curriculum and methods of delivery.

2.4.   To provide an arena for the debate, discussion, and dissemination of information on matters pertaining to the graduate program and YSGS.

3.   Authority

The GPC will operate in the spirit of policy adopted by Senate, in particular, Policy #45: *Constitutional Provisions for Department/School Councils*.

3.1.   The GPC is responsible for academic policy and procedure recommendations pertaining to graduate education and graduate offerings specific to this graduate program. The GPC will collaborate in a transparent manner with related School Council(s), Chair(s)/Director(s), affected Faculty Dean(s) or designate(s), the Dean of YSGS, the YSGS Council and its standing committees.

3.2.   The GPC may **approve** policy and procedures with significance and effect only in the program. The GPC must consult with the GPD, affected Faculty Dean(s) or designate(s), Faculty Council(s) where appropriate, the Dean of Record, and the Dean of YSGS before implementing any policy or procedure. The Dean of YSGS shall ensure that all consultations have occurred before endorsing the implementation of any policy or procedure.

3.3. The GPC may **recommend and communicate** policies and procedures with implications beyond the program. Affected Faculty Dean(s), and/or designate(s) and/or the Dean of Record must endorse recommended policies and procedures before they are submitted to the Dean of YSGS and YSGS Council. The YSGS Council makes recommendations for approval to Senate.

3.4. The GPC may report directly to the YSGS Council on issues specific to the respective program, and/or matters of general interest. Respective School Councils should be copies on such reports.

3.5. Input to committees:

3.5.1. GPC and committees will review all matters pertaining to their mandates on their own initiative.

3.5.2. GPC may also request that committees review any particular matter.

Without prejudice to any policy of the Ryerson Senate, the authority of the GPC will embrace these additional principles:

3.6. The GPC will not enter into debate or take action on any matter that would violate the Ryerson University Act, or any policy of Senate.

3.7. The GPC will not enter into debate or take action on any matter that would violate Ryerson University's and/or statutory confidentiality requirements in respect to students, faculty or staff, or on matters of a contractual nature.

3.8. The GPC does not have the authority to override decisions made by other School Committees that do not report to it. The GPC does, however, have the authority to discuss such decisions and to provide advice, except in cases precluded by considerations of confidentiality and/or contractual requirements, as specified above. The determination of such restrictions is the responsibility of the School Chair. The GPC is advisory to the School Chair on matters that are contractually the responsibility of the Chair.

3.9. In the event of a disagreement between the GPC and the Dean of YSGS, the disagreement will be referred by the disputants to the Vice-President, Academic. In the event of continuing disagreements, the matter shall be reported to the President for action.

4. Membership

In accordance with Policy 45, membership has been determined via a consultative process involving the GPD, affected Chair(s)/Director(s), affected faculty Deans, and the Dean, YSGS. GPC Membership includes the following:

4.1. The Graduate Program Director (GPD)

4.2. The School Chair/Director

4.3.   All faculty members who are active YSGS members **and** currently teaching regularly in, supervising students of, or active in the administration of the graduate program.

4.4.   A Graduate Student representative elected by and from graduate students in the MA in Media Production program. The term of GPC membership will be 1 academic year (September 1- August 31).

4.5.   The Graduate Program Administrator who will be a non-voting member of Council.

5. Chair

5.1.   The Graduate Program Director of the MA in Media Production program shall act as chair of the GPC.

5.2.   The GPC Chair is responsible for (or ensuring that the following are conducted):

   5.2.1.   Calling and conducting meetings, and confirming quorum.

   5.2.2.   Setting agendas.

   5.2.3.   Maintaining a written record of Council decisions, actions, and recommendations, and ensuring that a copy of these records is filed with the YSGS Graduate Studies Assistant.

   5.2.4.   Monitoring follow up to Council actions.

   5.2.5.   Submitting relevant agenda items to applicable YSGS committees (e.g., Programs and Planning Committee) or to the YSGS Council.

5.3.   The GPC Chair is an ex-officio member of all GPC committees and sub-committees.

5.4.   The GPC Chair may request another council member to act as Chair on an interim basis.

6. GPC Procedures

6.1.   GPCs will meet at least twice per year, once in each of the Fall and Winter semesters. Meetings will be scheduled to permit sufficient time for submissions to be made, for information or approval where applicable, to other committees and councils. Additional meetings may be held at the call of the GPC Chair or at the request of Council members.

6.2.   Notices of meetings will normally be distributed at least 5 days in advance.

6.3.   Only faculty and student members of the GPC are voting members. The GPC Chair shall vote only in the event of a tie. Staff may serve on the GPC or its committees but are non-voting.

6.4.   Quorum is 50% of the GPC's full membership, and the majority of the members present must be voting faculty members.

6.5.   Voting matters are normally decided by a simple majority of voting members present at a meeting.

6.6.   Decisions may be taken outside meetings through ballots distributed electronically or physically to all members.

6.7.   All members are expected to attend Council and, where relevant, committee and sub-committee meetings. If members are unable to attend they are to inform the Chair of the GPC, relevant committee or sub-committee in advance of the meeting, or as soon as possible thereafter

6.8.   Any Council member may attend a meeting of any committee, of which he/she is not a formal member, as a non-voting participant.

6.9.   A decision to amend GPC Bylaws requires a two-thirds majority of voting members present at the meeting, and can be taken only after written notice has been provided to all members at least 5 days in advance of the meeting. There is no proxy voting, and GPC members must be in attendance at a GPC meeting to vote (except where 6.6 applies).

7. Standing Committees

7.1.   Additional committees, coordinator and working groups can be established at any time with the approval of the GPC.

7.2.   Membership of all committees and sub-committees is on a volunteer basis and should be approved by the GPC.

7.3.   The term of office of members of any committee or sub-committee is 1 year from September 1 to August 31. There is no limit to the number of terms committee and sub-committee members may serve.

The Standing Committees of the GPC are as follows:

7.4. Admissions and Studies (Curriculum)

7.4.1.   Mandate: to make recommendations regarding the following:

7.4.1.1.   Recruitment mechanisms;

7.4.1.2.   Procedures, practices and standards for admissions into graduate programs, including academic and non-academic qualifications (ESL, standards, etc.);

7.4.1.3.   Curriculum changes;

7.4.1.4.   Registration practices (course selection and approval); Standards for maintaining good standing (grades, continuous registration, etc.);

7.4.1.5.   Full-time and part-time status requirements and procedures;

7.4.1.6.   Procedures and practices for MRP/Master's Project requirements

7.4.1.7.   Definition of instructional offence and offences of conduct;

7.4.1.8.   Student appeal and petition mechanisms; and

7.4.1.9.   Graduation requirements and practices and convocation practices.

7.4.2.   Committee Composition: GPD and a minimum of three graduate Media Production faculty members

7.5. Scholarships and Awards

7.5.1.   Mandate:

7.5.1.1.   To recommend policies and practices for program award funding,

7.5.2.   Committee Composition: GPD and a minimum of two graduate Media Production faculty members

7.6. Program Membership Committee

7.6.1.   Mandate:

7.6.1.1.   To develop program-specific criteria and procedures for YSGS membership and supervisory responsibilities, which must be consistent with YSGS requirements and approved by YSGS Dean;

7.6.1.2.   To review membership applications at the program level in light of the rationale established for membership, and to submit its recommendations to the Dean of YSGS; and

7.6.1.3.   To review the YSGS membership list on an annual basis and submit it to the Dean of YSGS.

7.6.2.   Committee Composition: GPD and a minimum of two graduate Media Production faculty members

7.6.3.   Procedures

7.6.3.1. On an annual basis the GPD shall send the names of the PMC members and an updated list of YSGS membership to the YSGS Dean;

7.6.3.2. The PMC shall review YSGS membership applications and submit its recommendations to the YSGS Dean for approval.

7.7. Ad Hoc Committees

7.7.1.   The GPC may constitute ad-hoc committees to address specific topics.

7.7.2.   Membership of ad-hoc committees will be determined at the time the committee is constituted.

7.7.3. Members will hold office until the report of the committee has been submitted to, and accepted by, the GPC, or until such time as the ad-hoc committee has been dissolved.

Molecular Science Graduate Program

Yeates School of Graduate Studies

BY-LAWS OF GRADUATE PROGRAM COUNCIL

Approved by YSGS Council
27/02/2014

Approved by Dean, YSGS
18/03/2014

Approved by the Academic Governance and Policy Committee of Senate
dd/mm/yyyy

Approved by Senate
dd/mm/yyyy

March 2014

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APPENDIX I: Academic Council Policy 45 available on Senate website

APPENDIX II: YSGS Membership Policy available on YSGS website

DEFINITIONS

Chair: Chair of Council, unless otherwise indicated

Council: Molecular Science Graduate Program Council

Department: the Department of Chemistry and Biology

Faculty: all full-time faculty members of the Council

Graduate Student: a graduate student who is supervised or co-supervised by a faculty member of the Department or who is registered in a graduate program administered by the Department

Voting Member: Faculty members at Ryerson University who are full YSGS members in the Molecular Science Program.

Non-Voting Member: Associate Members and Emeritus Members that have been approved for membership by the Molecular Science Membership Committee and the YSGS Dean.

Associate Member: Members with affiliations outside Ryerson University (academic, governmental and potentially business and commercial institutions).

Program: Molecular Science Graduate Program

1. MANDATE

a. Responsible for academic policy and procedure recommendations pertaining to graduate education and graduate offerings specific to the program.

b. Approve policy and procedure with significance and effect only in the program. Consultation with the Graduate Program Director, affected Faculty Dean(s) or designate(s), Faculty Council(s) where appropriate, the Dean of Record, and the YSGS Dean must take place before implementation.

c. Recommend and communicate policies and procedures with implications beyond the program. The Faculty Dean must endorse policies and procedures before they are submitted to the YSGS Dean and YSGS Council.

d. Report directly to YSGS Council on issues specific to the program.

e. Promote an effective teaching, learning and research environment within Molecular Science program.

f. Represent, maintain and advance the interests of members of the Molecular Science program.

2. STRUCTURE

a. MEMBERSHIP

While all members are encouraged to attend council meetings and provide input, The Council will be comprised of voting members and should include:

i.   The Graduate Program Director (GPD) who
     shall serve as Chair of Council
ii. The Department Chair
iii. All faculty members who are full YSGS members in the Molecular Science
     Graduate program.
iv. Two Graduate student representatives selected by and from graduate
     students in the program, as specified in the bylaws.
v.   The Program Administrator who shall serve as secretary (nonvoting member)

b.   GRADUATE PROGRAM COUNCIL SUB-COMMITTEES

i.   Admissions and Scholarship

Function:

- Review and evaluate student applications to the program and approve prospective
  students for circulation to the Molecular Science membership.

- Review and rank applications for scholarship competitions as required by the
  program.

Membership:

- The graduate program director, who shall chair the committee.

- Two Faculty, elected by the Council.

- Up to one additional member appointed by the program director, at their discretion.

ii.   Curriculum Committee

Function:

- To make recommendations to Council regarding Molecular Science curriculum issues
  and curriculum planning to meet the academic needs of the program.

Membership:

- Four faculty members elected by the Council

- Any two Graduate students selected by and from the program

iii.   Membership Committee

Function:

- Develop program-specific criteria and procedures for the approval of the Council and
  Dean of YSGS.

- Review membership applications at the program level in light of the rationale
  established for membership, submit its recommendations to the Dean of YSGS, and
  report on an annual basis to the Graduate Program Council.

- Review the YSGS membership list on an annual basis to the Council.

Membership:

- Graduate Program Director, who shall chair the committee

- One faculty member elected by the Graduate Program Council

- The Chair of the Chemistry and Biology department

c.   TERMS OF OFFICE

Members of Standing Committees

- Faculty members shall hold office for a renewable two-year term.
- Student members shall hold office for a renewable one-year term.

Members of Ad-Hoc Committees

Members of ad-hoc committees shall hold office until the report of the committee has been accepted by Council, or the ad-hoc committee has been dissolved by Council.

Student Members of Council

Graduate student members shall be elected for a renewable one-year term.

d.   DUTIES OF OFFICE

A thorough knowledge of the constitution, the by-laws, and the rules of order is a prerequisite for all officers of Council.

The Chair (Graduate Program Director) shall:

- Call the meetings of Council,

- Preside at all meetings of the Council, enforce the objectives, by-laws, and rules of order, and ensure that the committees perform their duties,

- Be an ex-officio, non-voting member of all standing committees and of any other committees established by Council, and

- Communicate actions of Council to the administration of the University when requested by Council.

e.   SECRETARY (PROGRAM ADMINISTRATOR)

The Secretary shall:

- Be responsible for provision of written notice of Council meetings and distribution of the agenda one week prior to meetings,

- Be responsible for the compilation and distribution of the Minutes following meetings,

- Attend all meetings of Council and record all facts and minutes of all proceedings of the meetings,

- Maintain soft and hard master copies of the by-laws, procedures, and standing rules, revise them as Council approves changes, and ensure that the master copies are passed on to the succeeding secretary in a timely manner.

3. MEETINGS

a.   Attendance at Committee Meetings

    i.   Committee members are expected to attend all committee meetings and to inform the committee chair of their regrets in case of a scheduling conflict.

    ii.   Any Council member may attend a meeting of any committee, of which he or she is not a formal member, as a non-voting participant.

    iii.   Committee members may not appoint a voting designate to act in their stead at a committee meeting.

b.   Input to Committees

Matters to be reviewed by standing committees can come from the following sources:

    i.   Committees will review matters pertaining to their mandates at their own initiative.

    ii.   Committees may also be requested by Council to review a matter.

    iii.   Any member of Council may request a committee to review a matter; however, the committee has discretion to decide not to investigate an issue from an individual member. In such a case, both the member and the Council Chair shall be informed of the committee's decision and the reasons for it. The member may ask Council to charge the committee with the task at the next meeting of Council.

Committees are expected to prioritize pending issues; however, when many important issues are pending, Council may be asked (either by the Committee or by a member) to set priorities for the Committee.

c.   Meetings of Graduate Program Council and Sub-Committees

    i.   Graduate Program Council shall meet at least twice a year, generally once in the fall term and once in the winter term.

    ii.   Sub-Committees

Sub-committees shall meet as required. Each committee shall submit and present a written report to Council at least once per academic year, the preferred time being at a regular meeting or after consultation with Council Chair. A standing committee may request that the Chair of Council call a meeting of Council to report on the work and recommendations of the committee.

d.   Notice of Meetings

Under normal circumstances, written notice of the Council meeting and agenda shall be given one week prior to the meeting. When there is an urgent matter, a meeting may be called with three days notice, given in writing, prior to the date scheduled for the meeting.

e.   Quorum

At meetings of Council, a quorum shall be 50% of the voting membership. A faculty member on leave will not be counted unless present at the meeting.

4. PROCEDURES

a.   Procedure for Nomination to Council Office or Sub-Committee Positions

The Chair of Council shall call for nominations annually in the fall term. Names of the nominees shall be freely available to all members of Council. If no nominations are received for a position before the first meeting of the Council, the Chair may call for nominations from the floor. If positions remain vacant after the meeting the Chair may initiate a second call for nominations or that the respective constituencies appoint members to the committees.

b.   Elections

The Chair of the Council, with the assistance of the Program Administrator, will ensure that the elections are conducted by the appropriate constituencies with adequate advance notice and in a democratic way.

Members of Committees

Members of committees shall be selected from the Council membership, unless otherwise allowed. Elections by the appropriate constituencies shall take place in the fall term of the relevant year.

c.   Vacancies

The call for an immediate election to fill any vacancy on Council or in committee membership will be conducted by the Chair except as outlined below:

Student Members of Council

In the event that a graduate student is unable to continue membership, the executive of the Course Union shall elect a replacement for the remainder of the term of office.

5. POLICY RECOMMENDATIONS

a.   Authority

- Authority for policy recommendations of Council is explained in Policy 45 of Academic Policies and Procedures of Ryerson University.

b.   Decisions of Council

- Decisions of Council will normally be made by a simple majority of the voting members present and voting (including proxies). Major decisions will require a two-thirds majority of the voting members present and voting (including proxies) to pass.

- Council will decide when an issue is major by a simple majority of the voting members present and voting.

- Council may decide by a simple majority of those voting members present and by voting to poll the entire voting membership by means of a secret ballot on any issue.

c.   **Recommendations of Committees**

- Recommendations of committees shall be approved by Council before being transmitted or implemented.

6. AMENDMENTS TO BY-LAWS

Amendments to By-laws require a two-thirds majority of the Council voting members present and voting (including proxies). Written notice of proposed amendments must be distributed to members of Council at least one week prior to the meeting. Amendments must be ratified by Academic Council.

Yeates SCHOOL OF GRADUATE STUDIES

GRADUATE PROGRAM COUNCIL BYLAWS

Master of Professional Communication

Approved by YSGS Council

27/02/2014

Approved by Dean, YSGS

18/03/2014

Approved by the Academic Governance and Policy Committee of Senate

dd/mm/yyyy

Approved by Senate

dd/mm/yyyy

1. Definitions

Chair: Chair of Council, unless otherwise stated

Council: Graduate Program Council unless otherwise stated

Faculty: All full-time faculty members in the School of Professional Communication eligible to teach and/or supervise ProCom graduate students; faculty in the School of Professional Communication, and/or are active in the administration of the ProCom graduate program

Graduate Student: A student enrolled in current year of the School of Professional Communication graduate program.

2. Mandate

Students and faculty are partners in ensuring the successful functioning of graduate programs at Ryerson University. The Graduate Program Council (GPC) is the principle mechanism for bringing together these two constituencies to identify, discuss and address matters relating to that graduate program. The specific mandate of the GPC is:

2.1. To develop, review and recommend and enact policies relevant to the Graduate Program within the context of general University policies, especially those of the Yeates School of Graduate Studies (YSGS).

2.2. To contribute actively to the operation and long-term planning of the graduate program and YSGS through the creation of committees, working groups and other mechanisms as deemed appropriate.

2.3. To ensure the graduate program remains current and relevant by recommending changes to the current curriculum and methods of delivery.

2.4. To provide an arena for the debate, discussion, and dissemination of information on matters pertaining to the graduate program and YSGS.

3. Authority

The GPC will operate in the spirit of policy adopted by Senate, in particular, Policy #45: *Constitutional Provisions for Department/School Councils*.

3.1. The GPC is responsible for academic policy and procedure recommendations pertaining to graduate education and graduate offerings specific to this graduate program. The GPC will collaborate in a transparent manner with ProCom School Council, the ProCom Chair, and the Dean of the Faculty of Communication and Design or designate(s), the Dean of YSGS, the YSGS Council and its standing committees.

3.2. The GPC may **approve** policy and procedures with significance and effect only in the program. The GPC must consult with the GPD, ProCom Faculty Council where appropriate, the Dean of Record, and the Dean of YSGS before implementing any

policy or procedure. The Dean of YSGS shall ensure that all consultations have occurred before endorsing the implementation of any policy or procedure.

3.3.   The GPC may **recommend and communicate** policies and procedures with implications beyond the program. The Dean of Record must endorse recommended policies and procedures before they are submitted to the Dean of YSGS and YSGS Council. The YSGS Council makes recommendations for approval to Senate.

3.4.   The GPC may report directly to the YSGS Council on issues specific to the respective program, and/or matters of general interest. School based programs should copy their respective School Councils on such reports.

3.5.   Input to committees:

   3.5.1.   GPC and committees will review all matters pertaining to their mandates on their own initiative.

   3.5.2.   GPC may also request that committees review any particular matter.

Without prejudice to any policy of the Ryerson Senate, the authority of the GPC will embrace these additional principles:

3.6.   The GPC will not enter into debate or take action on any matter that would violate the Ryerson University Act, or any policy of Senate.

3.7.   The GPC will not enter into debate or take action on any matter that would violate Ryerson University's and/or statutory confidentiality requirements in respect to students, faculty or staff, or on matters of a contractual nature.

3.8.   The GPC does not have the authority to override decisions made by other School committees that do not report to it. The GPC does, however, have the authority to discuss such decisions and to provide advice, except in cases precluded by considerations of confidentiality and/or contractual requirements, as specified above. The determination of such restrictions is the responsibility of the Departmental Chair. The GPC is advisory to the Department Chair on matters that are contractually the responsibility of the Chair.

3.9.   In the event of a disagreement between the GPC and the Dean of YSGS, the disagreement will be referred by the disputants to the Vice-President, Academic. In the event of continuing disagreements, the matter shall be reported to the President for action.

4.   Membership

In accordance with Policy 45, membership has been determined via a consultative process involving the GPD, affected Chair(s)/Director(s), affected faculty Deans, and the Dean, YSGS. GPC Membership includes the following:

4.1.   The Graduate Program Director (GPD).

4.2.   The School Chair.

4.3.   All full-time faculty members in the School of Professional Communication, who are active YSGS members **and** currently teaching regularly in, supervising students of, or active in the administration of the graduate program.

4.4.   Graduate Student representatives from each graduate program in the School of Professional Communication elected by and from graduate students in that program of study by the end of September, each year.

4.5.   The Graduate Program Administrator who will be a non-voting member of Council and who will act as Secretary of Council.

4.6.   Limited term or CUPE faculty within the School of Professional Communication with adjunct membership status in YSGS and currently teaching in, or supervising ProCom graduate students.

4.7.   The GPC shall be constituted annually. The term for students is 1 year.

5. Chair

5.1.   The Graduate Program Council Chair will normally be the Graduate Program Director of the ProCom graduate program.

5.2.   The GPC Chair is responsible for (or ensuring that the following are conducted):

5.2.1.   Calling and conducting meetings, and confirming quorum.

5.2.2.   Setting agendas.

5.2.3.   Maintaining a written record of Council decisions, actions, and recommendations, and ensuring that a copy of these records is filed with the YSGS Graduate Studies Assistant.

5.2.4.   Monitoring follow up to Council actions.

5.2.5.   Submitting relevant agenda items to applicable YSGS committees (e.g., Programs and Planning Committee) or to the YSGS Council.

5.3.   The GPC Chair is a member of all GPC committees and sub-committees.

5.4.   The GPC Chair may request another council member to act as Chair on an interim basis.

6. GPC Procedures

6.1.   GPCs will meet at least twice per year, once in each of the Fall and Winter semesters. Meetings will be scheduled to permit sufficient time for submissions to be made, for information or approval where applicable, to other committees and

councils. Additional meetings may be held at the call of the GPC Chair or at the request of Council members.

6.2.   Notices of meetings will normally be distributed at least 5 days in advance.

6.3.   Only faculty and student members of the GPC are voting members. The GPC Chair shall vote only in the event of a tie. Staff may serve on the GPC or its committees but are non-voting.

6.4.   Quorum is 50% of the GPC's full membership, and the majority of the members present must be voting faculty members.

6.5.   Voting matters are normally decided by a simple majority of voting members present at a meeting.

6.6.   Decisions may be taken outside meetings through ballots distributed electronically or physically to all members.

6.7.   All members are expected to attend Council and, where relevant, committee and sub-committee meetings. If members are unable to attend they are to inform the Chair of the GPC, relevant committee or sub-committee in advance of the meeting, or as soon as possible thereafter

6.8.   Any Council member may attend a meeting of any committee, of which he/she is not a formal member, as a non-voting participant.

6.9.   A decision to amend GPC Bylaws requires a two-thirds majority of voting members present at the meeting, and can be taken only after written notice has been provided to all members at least 5 days in advance of the meeting. There is no proxy voting, and GPC members must be in attendance at a GPC meeting to vote (except where 6.6 applies).

7. Standing Committees

GPC sub-committees (which may be Committees of the Whole) may be established, with mandate and authority specified at the time of the creation. Where decision-making power is delegated to such sub-committees, their responsibilities and composition must be specified in these bylaws. If sub-committees are deemed appropriate by the GPC, consideration should be given to those areas (e.g., curriculum, scholarship and awards, admissions) included in the YSGS governance structure. Other sub-committees may be established in accordance with GPC bylaws.

7.1.   Additional committees and working groups can be established at any time with the approval of the GPC.

7.2.   Membership of all committees and sub-committees is on a volunteer basis.

7.3.   The term of office of members of any committee or sub-committee is 1 year from September 1 to August 31. There is no limit to the number of terms committee and

sub-committee members may serve, provided that the member is re-elected every year.

The Standing Committees of the GPC are as follows:

7.4. Admissions and Curriculum

7.4.1.   Mandate: to make recommendations to the GPC or relevant subcommittees, regarding recruitment, admissions procedures, curriculum revision, standards for maintaining good standing, procedures for graduate examinations, student appeal mechanisms, graduation requirements, or other matters arising related to curriculum academic standards or student supervision.

7.4.2.   Contribute to the adjudication of graduate student applications for admission, awards and scholarships.

7.4.3.   Committee Composition: GPD, six faculty members from the GPC, Graduate Program Administrator (non-voting).

7.5. Program Membership Committee

7.5.1.   Mandate:

7.5.1.1.   To develop program-specific criteria and procedures for YSGS membership and supervisory responsibilities, which must be consistent with YSGS requirements and approved by YSGS Dean;

7.5.1.2.   To review membership applications at the program level in light of the rationale established for membership, and to submit its recommendations to the Dean of YSGS; and

7.5.1.3.   To review the YSGS membership list on an annual basis and submit it to the Dean of YSGS.

7.5.2.   Committee Composition: GPD, Department Chair, one full-time faculty member from the GPC.

7.5.3.   Procedures

7.5.3.1. On an annual basis the GPD shall send the names of the PMC members and an updated list of YSGS membership to the YSGS Dean;

7.5.3.2. The PMC shall review YSGS membership applications and submit its recommendations to the YSGS Dean for approval.

7.6. Ad Hoc Committees

7.6.1.   The GPC may constitute ad-hoc committees to address specific topics.

7.6.2.   Membership of ad-hoc committees will be determined at the time the committee is constituted.

7.6.3.   Members will hold office until the report of the committee has been submitted to, and accepted by, the GPC, or until such time as the ad-hoc committee has been dissolved.

REPORT OF ACADEMIC STANDARDS COMMITTEE
Report #W2014–4; May 2014

In this report the Academic Standards Committee (ASC) brings to Senate its evaluation and recommendation on the following items:

- Periodic Program Review of the Ted Rogers School of Business Management, Bachelor of Commerce
- Certificate in Public Relations: Revisions (The Chang School of Continuing Education)
- Certificate in Financial Management in Canada: Discontinuation (The Chang School of Continuing Education)
- Project Management Bridging Certificate for Internationally Educated Professionals (PMBCIEP): Revisions (The Chang School of Continuing Education)
- Certificate in Physical Activity: Assessment and Promotion – Addition of a Required Course (The Chang School of Continuing Education)
- Certificate in Architecture: Addition and Deletion of Elective Courses (The Chang School of Continuing Education)

A. PERIODIC PROGRAM REVIEW – Ted Rogers School of Business Management (TRSBM)

PREAMBLE

Contextual Notes: The self-study component of the Periodic Program Review Proper (See below) covers the years up to 2010. The Peer Review Team report was prepared in 2012 and discusses the self-study in a somewhat retroactive sense as the TRSBM was already engaged at that time in addressing weaknesses identified in the self-study. The Departmental and Dean's responses were prepared in 2014 and further highlight the initiatives underway or completed to address weaknesses and maintain and improve program quality.

At the time of the PPR self-study process (2010), TRSBM offered 8 major programs towards the BComm degree. The Accounting and Finance majors were moved to the new School of Accounting and Finance in 2013, but they are included in this PPR report as it covers a period when they still resided in TRSBM.

Given the delayed timeline of the Ted Rogers School of Business Management's (TRSBM) Periodic Program Review (PPR), it was requested by the Academic Standards Committee (ASC) that an overview be produced outlining current developments and activities within the School designed to support undergraduate curriculum and program quality. This information was presented to the ASC by Dean Steven Murphy, Associate Dean Elizabeth Evans and Daria Sydor, Chair, School of Accounting and Finance, on April 3, 2014 and is summarized immediately below.

Overview of School of Business Management Today - Context for TRSBM in 2014
- 5900 full and part time TRSBM students eligible for course intentions in March 2014
- 1165 first year in-take into TRSBM for Fall 2014
- 335 student in-take planned for 2014 into School of Accounting and Finance (SAF)
- 300+ direct entry or advance standing students into TRSBM planned for 2014

1. <u>Association to Advance Collegiate Schools of Business (AACSB) Accreditation</u> and impact on the curriculum of the majors
- Catalyst for progressing SBM into a comprehensive business school still grounded in our polytechnic roots – research and teaching
- Assurance of Learning Standards become the cornerstone of our learning goal assessments; relevant to the discussion about next steps for TRSBM curriculum and its relationship to UUDLES

2. Initiatives to raise quantitative skills
   - Math testing, tutorials and modified math courses introduced, including as core curriculum in strongly revised programs such as Information Technology Management and School of Accounting and Finance
3. Modes of experiential learning under development
   - Co-op proposal under development; capstone projects; zone business education
4. New majors
   - Real Estate Major - first intake Fall 2014
   - Growth of Law & Business Major– 100 graduates Spring 2014
   - Entrepreneurship – also approaching the 100 graduate mark
   - Global Management Studies – improvements in academic quality and student interest
   - TRSBM mindful that the future societal need and opportunities for graduates will come from non-traditional sectors
5. Career and Employer Partnership Centre
   - Its creation is a story of student determination and commitment – funded through ancillary fees
   - Attracted strategic corporate partners to further the financial support
   - Top 200 – leadership as well as careers
6. Advisory Councils
   - School of Accounting and Finance has developed a model Advisory Council
   - Active engagement and connections to industry needs to be more formalized
7. Level of student engagement
   - Fundamental to the success of such a large school
   - Class sizes of 150 plus is increasingly the norm – must find engagement by other means
   - Ryerson Commerce Society a model for student leadership and engagement
   - Enactus, DECA and over 30 other student associations active across all programs
   - Student Clubs - creating School-level alumni associations in tandem with major alumni associations

Launch of School of Accounting and Finance in fall 2013 – An Example of the Relation between this PPR and Curricular Change

This section describes how program challenges identified in the PPR lead to major changes in the curriculum and administrative structure of Accounting and Finance. Under the pre-2013 administrative structure, students entered the TRSBM common curriculum and then could choose to take Accounting or Finance (or any of the other six majors) as a major, provided they met a particular threshold of achievement. This common entry point led to numerous problems identified in the PPR.

The School of Accounting and Finance (SAF) was proposed as a partial response to the problems found during the program review. To get into TRSBM students only required one U-level Math course. Due to the one-math requirement, a large number of students struggled with the quantitative aspects of the Accounting and Finance programs. It was realized that the students entering Accounting and Finance needed a stronger mathematical background. Creation of a separate School provided the flexibility to increase the entrance math requirements to two mathematic courses – Advanced Functions and Calculus.

In addition, a diagnostic math test is administered to assess advanced functions and calculus knowledge of entrants. To ensure that all students are at the same level a math course was also introduced in first year – QMS 130 which is compulsory for all students in the School of Accounting and Finance. To assist students in their problem solving abilities, an area that was identified as being weak, a compulsory critical thinking course was also introduced in first year.

The PPR indicated that students were having problems with the program curriculum, particularly in 3rd and 4th year. A large number of students entered the major with very weak basic skills. Even with a requirement of having a B- in introductory level courses, students often repeated the courses numerous times in order to get the required mark. These students were not ready to tackle the more intensive courses upper-level courses. To solve these problems the School of Accounting and Finance introduced its Academic Standing Variation in which students had to receive a C+ in the introductory courses and

could only attempt them twice before being withdrawn from the program if they failed to meet this threshold.

The program review also showed that Year 4 students were not ready for the integrated thinking case writing courses that are required in the program. As a result, cases are now introduced at a very elementary level beginning in first year which provides time to build up the complexity and to help students develop analytical and writing skills.

By moving the Accounting and Finance majors from TRSBM it is also believed that the success of the TRSBM students in their accounting and finance courses can be ensured. Because they will not be majoring in these subjects, the introductory Accounting and Finance courses can now be moved out of first year to a more appropriate year for these students. With increased maturity and better understanding of business these students will be able to master both accounting and finance topics and there will be a better pass rate in these courses.

During the program review it was also realized that TRSBM did not have an Advisory Board. It was impossible to find a single Advisory Board that would be helpful for all eight majors. However, knowing the importance of Advisory Boards, the School of Accounting and Finance has recruited active accounting and finance professionals who will help shape the curriculum and help to develop a co-op program to enhance the School's reputation.

1. THE PPR PROPER– BASIC INFORMATION AND HISTORY

The Ted Rogers School of Business Management (TRSBM) is Canada's preeminent practical business school. It has an increasingly active complement of faculty who conduct research designed to develop knowledge that is useful for management decision-making. TRSBM supports the other three schools in the TRSM and other academic faculties across the University by providing management education to supplement programs of study. TRSBM is a key provider of the business education delivered in the evenings and on weekends to adult learners through Ryerson's Chang School of Continuing Education. As a result of its multiple responsibilities, TRSBM is the largest single school within Ryerson University.

The School of Business Management began granting a Bachelor of Business Management (BBM) degree in 1978 and in 2006 Ryerson introduced its first MBA program. In 2007 the Ryerson Business Building was renamed the Ted Rogers School of Management and the School of Business Management was renamed to the Ted Rogers School of Business Management (TRSBM).

Students elect to enroll in one of eight unique majors after successful completion of their first year of the program: Accounting, Economics and Management Science, Entrepreneurship and Strategy, Finance, Global Management Studies, Human Resources Management, Law and Business, Marketing Management. SBM also offers nine minors which students can access if they are outside of their major: Accounting[1], Economics, Entrepreneurship and Innovation, Finance, Global Management, Human Resources Management, Law, Marketing and Organizational Leadership.

2. GOALS AND LEARNING OBJECTIVES OF THE PROGRAM

TRSBM has developed the following common goals for graduates of all majors:
This degree is awarded to students who successfully demonstrate:
1. developed knowledge and critical understanding of the major fields in business from an interdisciplinary perspective.
2. critical thinking and analytical skills in order to solve problems both inside and outside the business disciplines using essential business approaches to inquiry.
3. the ability to communicate professionally using the appropriate medium to a variety of audiences.
4. an appreciation of the uncertainty, ambiguity and limits to knowledge and how this might influence business analysis and interpretations.
5. initiative, personal integrity, corporate/social responsibility and accountability.

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[1] A new TRSM School of Accounting & Finance commences September 2014

3. CONSISTENCY WITH UNIVERSITY MISSION AND ACADEMIC PLAN
The Ted Rogers School of Management developed a Faculty Strategic Plan to adapt, and expand upon, the university-wide academic plan to the specific circumstances of TRSM. The faculty-level goals, excerpted from the Faculty Strategic Plan, are summarized in the chart below. The following matrix relates the university-wide, faculty-level, and departmental-level goals of each TRSBM department.

Priority 1
Ryerson University Academic Plan
- High quality, societally-relevant and undergraduate and graduate programs

TRSM Strategic Plan
- Improve quality and quantity of faculty

Objective 1
Accounting Department
- Continue to work to attract and retain highly qualified and engaged faculty members

Entrepreneurship and Strategy Department
- Raise the academic standards of the Entrepreneurship program, both in teaching and in pedagogy (major, minor, service courses).

Finance Department
- Continue to work to attract and retain highly qualified and engaged faculty members

Global Management Department (Includes Economics & Management Science)
- To provide opportunities for new faculty members to gain practical international business experience while simultaneously meeting their research and teaching milestones towards tenure.

Human Resources Management Department
- Work to attract and retain highly qualified and engaged faculty members and to continue to increase academically qualified faculty.

Law and Business Department
- Work to attract and retain highly qualified and engaged faculty members.

Marketing Department
- Work to attract and retain highly qualified and engaged faculty members.

Priority 2
Ryerson University Academic Plan
- Student engagement and success

TRSM Strategic Plan
Increase undergraduate student retention/graduation rates through high quality programs linked to increases in administrative support and experiential learning opportunities

Objective 2
Accounting Department
- Increase student retention through the creation of two new majors for incoming business management students: financial accounting and managerial accounting for both majors and non-majors

Entrepreneurship and Strategy Department
- Maintain current standards for retention and graduation rates and develop assurances of learning.

Finance Department
- Increase retention of students in FIN 300 and FIN 401 (mandatory for all TRSBM students) to at least 85% through developing assurances of learning and measures, and enhancing experiential learning.

Global Management Department (Includes Economics & Management Science)
- Strengthen GMS core for all students and implement new GMS curriculum through developing assurances of learning and measures, and improving admission standards where appropriate

Human Resources Management Department
- Improve retention and graduation rates through developing assurances of learning and measures, curriculum review and renewal, and strengthening industrial relations course.

Law and Business Department
- Improve retention and graduation rates through developing assurances of learning and measures, and enhancing experiential learning.

Marketing Department
- Improve retention and graduation rates through developing assurances of learning and measures, and enhancing experiential learning.

Priority 3
Ryerson University Academic Plan

- Learning and teaching excellence

TRSM Strategic Plan

Expand high-quality graduate programs

Objective 3

Entrepreneurship and Strategy Department

- Develop program innovations to facilitate entrepreneurship education across campus and within the community, at graduate level. Continue to strengthen entrepreneurship/innovation focus in both MBA and MBA in the Management of Technology and Innovation. Strengthen business plan component for experiential learning and internships.

Finance Department

- Support the introduction of an MBA-CFA program by 2011 to be offered jointly with John Molson School of Business. If it cannot be offered together, then a specialization in Finance within the MBA program will be developed.

Human Resources Management Department

- Undertake a curriculum review and renewal of the HRM/OB component of the MBA/MMSc

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Priority 4

Ryerson University Academic Plan

- SRC intensity

TRSM Strategic Plan

Increase scholarly research and creative activity

Objective 4

Accounting Department

- Increase external research funding and to increase the number of peer reviewed journal articles published by the accounting faculty.

Entrepreneurship and Strategy Department

- Raise the academic standards of the Entrepreneurship program in SRC dimensions.

Finance Department

- Increase external research funding and to increase the number of peer reviewed journal articles published by the accounting faculty.

Global Management Department (Includes Economics & Management Science)

- Increase the number and quality of publications generated by GMS faculty members.

Human Resources Management Department

- Maintain, strengthen and promote research excellence including publications and research funding

Law and Business Department

- Substantial progress has been made towards increasing scholarly research and creative activity (doubling external grants and research productivity in the last 3 years) and want to continue on this trajectory.

Marketing Department

- Substantial progress has been made towards increasing scholarly research and creative activity (doubling external grants and research productivity in the last 3 years) and want to continue on this trajectory.

Priority 5

Ryerson University Academic Plan

- Reputation

TRSM Strategic Plan

Reputation building

Objective 5

Accounting Department

- Develop strategies to improve the profile of the school/department externally and to strengthen linkages to the external community through a series of marketing communications and promotional activities.

Entrepreneurship and Strategy Department

- Enhance Ryerson's reputation by widely communicating the existing leadership in entrepreneurship education to diverse stakeholders and publics. Develop more partnerships with influential external organizations (financing, media, entrepreneurial support, mentoring, etc.)

Finance Department

- Develop strategies to improve the profile of the school/department externally and to strengthen linkages to the external community through a series of marketing communications and promotional activities.

Global Management Department (Includes Economics & Management Science)

- Encourage faculty members to write newspaper articles, make presentations to professional groups and work with business leaders to bring attention to key issues facing international businesses.

Human Resources Management Department

- Enhance reputation and legitimacy by capitalizing on strong SRC achievements and connections to scholarly

communities.

Law and Business Department

- Enhance reputation and legitimacy—which is particularly important given that the department was only recently established—by capitalizing on strong SRC achievements and connections to scholarly communities.

Marketing Department

- Develop strategies to improve the profile of the school/department externally and to strengthen linkages to the external community through a series of marketing communications and promotional activities.

Priority 6

TRSM Strategic Plan

Fundraising

Objective 6

All Departments

- Work closely with the Advancements to align goals, develop infrastructure and implement a stewardship plan

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Priority 7

TRSM Strategic Plan

Targeted Undergraduate Program Growth

Objective 7

Accounting Department

- Look into forensic accounting, environmental approaches to accounting, and other possible streams to support enrolment growth

Entrepreneurship and Strategy Department

- Develop program innovations to facilitate entrepreneurship education across campus and within the community, at undergraduate level. Facilitate societal benefit by connecting practitioners and academics. Increased collaboration to stimulate a culture of entrepreneurship on campus.

Global Management Department (Includes Economics & Management Science)

- Implement several new initiatives in the area of curriculum development: (a) new dual degree in global management; (b) revise the minor in international business; (c) restructure the quantitative courses; and (d) introduce new major/minor combinations.

Human Resources Management Department

- Initiate minor in Organizational Leadership and strengthen Industrial Relations

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Priority 8

TRSM Strategic Plan

Expand international partnerships

Not applicable at the departmental level

Other Objectives

Accounting Department

- Launch the School of Accountancy
- Modify the course selection in third and fourth year with a view to increasing the case component and strengthening technical aspects
- Encourage faculty to try new and innovative techniques in their classes and integrate it into the curriculum of the courses.
- Investigate the feasibility of starting up a co-op program
- Look into forensic accounting, environmental approaches to accounting, and other possible streams to give other backgrounds to graduating students.

Human Resources Management Department

- Maintain, strengthen and promote teaching excellence.

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4. SOCIETAL NEED

Several forces are driving changes in the business management field and indicate that the current and anticipated social need for program graduates is strong.

- Provincial demand for management education has doubled in the past two decades.
- The economic downturn of 2008 may also have contributed to higher enrollment.
- Demand for university graduates continues to increase, likely as a response to the shift in Canada's labor market from a resource-based economy to a knowledge-based economy.
- Canada's aging population will, over the next decade, cause increased demand for professionals such as accountants and entrepreneurs.
- As the TRSM is the largest school of management in Canada and has a strong downtown presence, it is in the unique position of providing education to students entering the business management field.

TRSM is directly associated with over 25,000 continuing education business students in the Chang School of Continuing Education.

The total number of applications received has remained relatively flat over the last three years (a 1% increase over that period); the percentage of applicants listing the Business Management program as their first choice has increased by 6% over that same period. A substantial amount of that growth can be attributed to the 21% increase in OUAC 105 applicants (those not currently enrolled in an Ontario secondary school) listing the Business Management program as their first major. Similarly, the percentage of applicants listing the Business Management program as their fourth (or higher) choice decreased by almost 4%. It is possible that these statistics are indicative of continual improvement of TRSBM's reputation in the eyes of prospective students. However, more than half of applicants still listed TRSBM as their third, fourth, or higher choice, indicating that further work still needs to be done in this area.

It appears evident that the transition to the TRSBM's new, state-of-the-art location at Bay and Dundas, and the emphasis of its implications in recruiting materials, has helped to increase the School's standing in the public's consciousness. Further emphasis on the competitive advantage inherent in the TRSBM's positioning would be beneficial in increasing student demand and enticing more applicants to select Business Management as their first major. It is important that marketing efforts continue to position TRSBM in a manner that differentiates it from competing institutions in the GTA and across the province.

With the introduction of the Law and Business and Global Management Studies majors, it is more than reasonable to expect the overall demand for TRSBM to make further gains in the coming years. The former provides unsure students with a middle-ground between two professions—particularly important for improving the stagnant growth of OUAC 101 applicants (those currently enrolled in an Ontario secondary school)—while the latter offers studies reflective of the increasingly global nature of the business environment. Overall, TRSBM is in a position to capitalize on its distinct market positioning and improve the metrics discussed here substantially in the coming years.

5. SUMMARY AND ANALYSIS OF GRADUATE EMPLOYMENT DATA
In 2003, 66.70% of full-time Business Management graduates reported being employed in a field closely- or somewhat-related to their field of study six months after graduation, 10% lower than that of graduates from all Ryerson programs. Two years removed from graduation, this figure increases to 78.60%, only 6% below graduates from all Ryerson programs. These data demonstrate a substantial gap between the education graduates had received and the societal needs for related employment in the reported time period.

Respondents graduating in 2006 reported closely- or somewhat-related employment at a rate of 84.10% at both time intervals. These rates represent a statistical match with graduates from all Ryerson programs – a significant improvement over the 2003 graduating class. Moreover, 2006 graduates reported employment in any field at a rate of 93.20% six months after graduation, and 93.50% two years after graduation. These statistics are more or less in line with that of data reported for 2003 and 2005 graduates. However, aside from the six-month reporting date in 2003 and 2005, these figures are less than that of all Ryerson graduates. This could be the result of the specialized nature of the Business Management program, or an unwillingness of graduates to seek employment outside of their field of study, relative to graduates from other Ryerson programs.

6. PROGRAM CURRICULUM AND STRUCTURE
The curriculum is common to all first year TRSBM students as indicated in Table 1.

Table 1

YEAR 1		
REQUIRED COURSES	FALL: First Semester	WINTER: Second Semester
BUS 100: Strategies for Success MKT 100: Principles of Marketing	BUS 100	
ECN 104: Introductory Microeconomics ECN 204: Introductory Macroeconomics	ECN 104	
ITM 102: Business Information Systems I QMS 102: Business Statistics I	ITM 102	
QMS 202: Business Statistics II GMS 200: Introduction to Global Management	QMS 102	
MHR 523: Human Resources Management	ACC 100/110	
and*		ECN 204
ACC 100: Introductory Financial Accounting ACC 406: Introductory Management Accounting		GMS 200
or		MHR 523
ACC 110: Financial Accounting for ACC/FIN Majors ACC 410: Management Accounting for ACC/FIN Majors		MKT 100
		QMS 202
		ACC 406/410
LIBERAL STUDIES (LL) ELECTIVE: 1 required	Lower-Level from Table A	
*Students planning on majoring in Accounting or Finance are required to take ACC 110 and ACC 410 in place of ACC 100 and ACC 406		

Curriculum Breakdown Summary

Number of Courses	Total	42
	Professional: Required	7
	Professional: Elective	6
	Professionally-Related	23
	Liberal Studies	6
Program Hours	Total	126
	Professional	39
	Professionally-Related	69
	Liberal Studies	18

There is a substantial deviation from the program balance recommended by the University. The majority of this deviation stems from the common platform throughout the first two years of study, during which students gain background knowledge in all aspects of business. This deviation is a necessity for the Business Management program, as a thorough foundational knowledge of the various business disciplines is a crucial prerequisite for success in the professional studies that follow.

ACCOUNTING MAJOR

YEAR 2		
REQUIRED COURSES	FALL: Third Semester	WINTER: Fourth Semester
ACC 414: Intermediate Accounting I ACC 504: Accounting Cases and Concepts ACC 514: Intermediate Accounting II FIN 300: Managerial Finance I FIN 401: Managerial Finance II GMS 401: Operations Management CMN 279: Introduction to Contemporary Business Communication LAW 122: Business Law	ACC 414	
	FIN 300	
	GMS 401	
	CMN 279*	
	LAW 122*	
		ACC 504
		ACC 514
		FIN 401
LIBERAL STUDIES (LL) ELECTIVES: 2 required	Lower Level from Table A	Lower Level from Table A
*Students are assigned one of CMN 279/LAW 122 - one in the third and the other in the fourth semester.		

YEAR 3		
REQUIRED COURSES	FALL: Fifth Semester	WINTER: Sixth Semester
PROFESSIONAL ELECTIVE, four of: ACC 507: Accounting for Managers ACC 521: Auditing ACC 522: Taxation for Managers and Financial Planners ACC 607: Accounting for Small Business ACC 621: Internal Auditing ACC 801: Cost and Management Accounting II	Professional Elective*	
	Professional Elective*	
	Professional Elective*	
	Professional Elective*	
PROFESSIONALLY-RELATED (Table I): 4 required Course selection must not include courses with an ACC prefix	Professionally-Related from Table I*	
	Professionally-Related from Table I*	
	Professionally-Related from Table I*	
	Professionally-Related from Table I*	
LIBERAL STUDIES (UL) ELECTIVES: 2 required	Upper Level from Table B*	
	Upper Level from Table B*	
*Students can opt to take these courses in either the Fall or Winter semester		

YEAR 4		
REQUIRED COURSES	FALL: Seventh Semester	WINTER: Eighth Semester
BUS 800: Strategic Management; and one of:	ACC 703 or ACC 706*	
ACC 703: Advanced Financial Accounting; or ACC 706: Accounting Theory	BUS 800*	
PROFESSIONAL ELECTIVE, four of: ACC 742: Canadian Business Taxation I ACC 803: Advanced Management Accounting ACC 821: Advanced Auditing ACC 842: Canadian Business Taxation II ACC 703: Advanced Financial Accounting (if not chosen above) ACC 706: Accounting Theory (if not chosen above)	Professional Elective*	
	Professional Elective*	
	Professional Elective*	
	Professional Elective*	
PROFESSIONALLY-RELATED (Table I): 3 required Course selection must not include courses with an ACC prefix	Professionally-Related from Table I*	
	Professionally-Related from Table I*	
	Professionally-Related from Table I*	
LIBERAL STUDIES (UL) ELECTIVES: 1 required	Upper Level from Table B*	
*Students can opt to take these courses in either the Fall or Winter semester		

One area of concern revealed through analysis of the University Undergraduate Degree Level Expectations for Accounting, is an apparent gap between courses intended to introduce program goals and those intended to enable mastery of those goals. For example, students in the Accounting Major study introductory financial accounting in semester one, followed by intermediate financial accounting in semesters three and four. A substantial portion of intermediate accounting is introductory in nature, as students are introduced to many new topics that were beyond the scope of the introductory course. Consequently, students may be left without ample opportunity to become proficient with the new material. Moreover, semesters five and six involve introductions to the various specialties in accounting: Cost Accounting, Audit and Tax. Many students struggle in these courses because of weak foundational knowledge that should have been acquired in prior courses. This issue then snowballs into the advanced, fourth-year accounting courses, which require an intimate knowledge of both intermediate accounting concepts and how these concepts are utilized within the various specialties. In particular, Advanced Financial Accounting (ACC 703) is a source of academic hardship for many students. It has been suggested that perhaps the year-long gap between intermediate and advanced financial accounting exacerbates these issues.

Although it appears that the students have a great deal of choice in the program, their selection is really quite limited. They must choose 4 out of 7 courses in 3rd year and 5 out of 6 courses in 4th year. The program is geared to ensure that the accounting major will be able to fit in all of the courses required by the various associations (CGA, CMA and CAs) to be able to write the professional exams as soon as possible after graduation without requiring students to take any additional courses outside of the program. Most of the other universities, with some exceptions like Queens and Western, attempt to ensure that their students also obtain the maximum number of credits towards the designations. As a result most of the curriculum of the various universities is very similar. Choice is also limited given that there is not a large number of faculty able to teach significantly more courses.

Student Survey

In Winter 2010, TRSBM conducted a survey of students to obtain feedback about the student experience in all majors. The total number of respondents was 1138; of these 218 self-identified as Accounting Majors. Some of the characteristics of these students are:

- Accounting majors do not spend much time in outside employment with 50% of the student working less than 10 hours/week. Only 6% of the students reported working more than 30 hours/week.
- Accounting students are not particularly involved in extra-curricular activities with 59% of them spending zero hours/week on such activities and 23% spending 1 - 5 hours/week on extra-curricular activities. Further, 93% of the students spend 5 hours/week or less volunteering.
- While 34% of the TRSBM students spend 16 or more hours/week on course work, 43% of accounting students are studying 16 or more hours/week with 13% of them spending 26 or more hours on course work. The TRSBM average for the latter is 9% of students.
- Accounting students do not appear to be availing themselves of the various experiences that have been set up to support them in their academic world. Although, the level of satisfaction seems low, with only library services and special events attendance having a satisfaction level above 50%, it is the number of "not applicable" responses that skew the results. It appears that a large number of students either do not know about the services such as advising, tutorials etc. or do not feel the need to use these services.
- Accounting students are satisfied overall with the content of the core curriculum, the range of choices in both the professional courses and the professionally related courses. However, the students are not very satisfied with the range of choices in liberal studies (37% satisfied).
- There is dissatisfaction with the timeliness of feedback with only 46% being satisfied. This is an issue that needs to be addressed but is mainly a reflection of large class sizes and limited TA support.
- Students appear to be dissatisfied with the ability to switch majors, do course substitutions and get transfer credits. However, these numbers are skewed by the large numbers that have probably never availed themselves of any of these alternatives as shown in the number of "not applicable" responses.
- A rate of 56% of students were satisfied with learning to use standard business software, 61% were satisfied with using technology to save time and 54% were satisfied with use of information technology to arrive at better decisions. This is a great improvement from the 33% that were satisfied with computer technology use in the previous program review.
- There have been major improvements in "learning to conduct oneself with integrity" (from 51% to 84% of respondents saying they are satisfied with what they learned about this vs the previous PPR) which, given the nature of the profession, is important. There is still a great deal of work to do with oral presentations (58% satisfaction vs 60% from previous PPR) and working well with peers on group projects (53% satisfaction vs 62% from previous PPR) since the satisfaction has not improved significantly.
- Only 65% of the students felt satisfied with their writing abilities.
- There is concern about student's optimism regarding their chances of getting a job in their chosen field. Part of this pessimism may be due to the employment market in general and part may be due to the fact that students are very aware that employers in this field are very mark conscious and there is a great deal of competition from the other accounting programs in the province. These aspects, combined with a limited number of openings in the more desired areas of accounting, can lead to anxiety.

Potential Program Revisions

- The accounting majors are most keen about being able to switch majors in the second year which was an interesting response given that they do not choose a major till the end of 1st year and as a result do

not enter the major until second year. However, some of the courses in the 2nd year of the program (beginning of the major) are very challenging and many students probably decide at that point that they made a mistake and would like to change without needing to pick up an additional 3 courses.

- The accounting students are also very keen on having three semesters of teaching in the program (i.e., program curriculum offered in F, W and S/S). This is probably due to the fact that many students are taking 5 years to complete the program because they decrease the number of courses that they are carrying due to the challenging nature of the curriculum. Many like to take some of the more complex courses on their own during the summer. If there were a 3rd semester, students might be able to complete the program in the required time. For Direct Entry students this might also help speed up the program so that they can complete it within 2 years of entry rather than the 2 ½ they currently require.

- Another change most accounting students would see as a favourable improvement is having the major appear on their degree.

- While the Accounting Department takes very seriously the feedback it receives from employers, fundamental changes in the program structure, curriculum, and course offerings are restricted by the Department's commitment to providing students with an opportunity to fulfill educational requirements of the professional accounting associations. As a result, the Accounting Department remains in close consultation with these organizations—most notably the Institute of Chartered Accountants of Ontario (CA designation), Certified General Accountants of Ontario (CGA designation) and the Society of Management Accountants of Ontario (CMA designation)—to ensure that the curriculum remains relevant with that of the constantly-evolving accounting profession and produces quality, workplace-ready graduates.

- Because of the strict requirements imposed on the curriculum by each of these organizations, the Accounting Department has been unable to commission a comprehensive employer survey.

ECONOMICS AND MANAGEMENT SCIENCE MAJOR

YEAR 2		
REQUIRED COURSES	**FALL:** Third Semester	**WINTER:** Fourth Semester
QMS 702: Calculus for Business	QMS 702	
ECN 301: Intermediate Macroeconomics I		
ECN 504: Intermediate Microeconomics I	FIN 300	
FIN 300: Managerial Finance I		
FIN 401: Managerial Finance II	GMS 401	
GMS 401: Operations Management		
CMN 279: Introduction to Contemporary Business Communication	CMN 279*	
LAW 122: Business Law	LAW 122*	
		ECN 301
		ECN 504
		FIN 401
LIBERAL STUDIES (LL) ELECTIVES: 2 required	Lower Level from Table A	Lower Level from Table A
*Students are assigned one of CMN 279/LAW 122 - one in the third and the other in the fourth semester.		

YEAR 3		
REQUIRED COURSES	**FALL:** Fifth Semester	**WINTER:** Sixth Semest
QMS 442: Multiple Regression for Business	QMS 442*	
QMS 522: Linear Algebra	QMS 522*	
PROFESSIONAL ELECTIVE, four of:	Professional Elective*	
ECN 501: Industrial Organization		
ECN 506: Money and Banking	Professional Elective*	
ECN 600: Intermediate Macroeconomics II		
ECN 614: An Introduction to Game Theory	Professional Elective*	
ECN 700: Intermediate Microeconomics II		
QMS 641: Business Research	Professional Elective*	
QMS 703: Business Forecasting Techniques		
PROFESSIONALLY-RELATED (Table I): 2 required Course selection must not include courses with an ECN prefix	Professionally-Related from Table I	
	Professionally-Related from Table I	
LIBERAL STUDIES (UL) ELECTIVES: 2 required	Upper Level from Table B*	
	Upper Level from Table B*	
*Students can opt to take these courses in either the Fall or Winter semester		

YEAR 4		
REQUIRED COURSES	**FALL:** Seventh Semester	**WINTER:** Eighth Semes
BUS 800: Strategic Management	ECN 627*	
ECN 627: Econometrics I	QMS 521*	
QMS 521: Business Optimization	BUS 800*	
PROFESSIONAL ELECTIVE, three of:	Professional Elective*	
ECN 502: Economics of Natural Resources	Professional Elective*	
ECN 510: Environmental Economics		
ECN 605: Labour Economics	Professional Elective*	
ECN 606: International Monetary Economics		
ECN 702: Econometrics II		
ECN 703: Public Finance I		
ECN 707: Economics of International Trade		
ECN 710: Transportation Economics		
ECN 715: Advanced Microeconomics		
ECN 803: Public Finance II		
ECN 815: Advanced Macroeconomics		
PROFESSIONALLY-RELATED (Table I): 3 required Course selection must not include courses with an ECN prefix	Professionally-Related from Table I	
	Professionally-Related from Table I	
	Professionally-Related from Table I	
LIBERAL STUDIES (UL) ELECTIVE: 1 required	Upper Level from Table B	
*Students can opt to take these courses in either the Fall or Winter semester		

There is a total of 10 required ECN/QMS courses, including ECN104, ECN204, QMS102 and QMS202 (which are common to all B.Comm. students), One additional ECN/QMS course may be taken as a Professionally-Related course between semesters 5-8.

Comparative Curriculum Analysis

The Economics and Management Science Major (EMS) is unique in Canada and is designed to meet the growing needs of industry and government for professionals with well-developed analytical and model building skills. To reach this goal, the curriculum emphasizes intensive training in both economic analysis and quantitative skills. Of the 10 required courses, 4 courses are in statistics and econometrics, 2 in mathematics, and 4 in economics. Students also take 8 more elective courses in economics and quantitative Methods.

In Canada, there is only one program, Economics for Management Studies offered by the University of Toronto Scarborough, which is somewhat similar to the EMS program. This program only has 8 required courses. In comparison, EMS requires two more quantitative courses (one in econometrics and one in mathematics). The next most similar program type to EMS would be Management Science. However, a Management Science programs usually do not require economics courses, and hence students do not have any training in economic analysis and model building. In summary, EMS is the only one in Canada that has a double focus: economic analysis and quantitative analysis.

ENTREPRENEURSHIP AND STRATEGY MAJOR

YEAR 2

REQUIRED COURSES	FALL: Third Semester	WINTER: Fourth Semester
ENT 526: Entrepreneurial Behaviour and Strategy	ENT 526	
ENT 601: Identifying Opportunities		
FIN 300: Managerial Finance I	FIN 300	
FIN 401: Managerial Finance II		
GMS 401: Operations Management	GMS 401	
CMN 279: Introduction to Contemporary Business Communication	CMN 279*	
LAW 122: Business Law	LAW 122*	
		ENT 601
		FIN 401
PROFESSIONALLY-RELATED (Table I): 1 required (winter semester)		Professionally-Related from Table I
LIBERAL STUDIES (LL) ELECTIVES: 2 required	Lower Level from Table A	Lower Level from Table A

*Students are assigned one of CMN 279/LAW 122 - one in the third and the other in the fourth semester.

YEAR 3

REQUIRED COURSES	FALL: Fifth Semester	WINTER: Sixth Semester
ENT 527: Studies in Entrepreneurship	ENT 527	
ENT 726: Creating a Business Plan	ENT 726*	
FIN 510: Entreprenurial Finance	FIN 510*	
GMS 450: Project Management	GMS 450*	
PROFESSIONAL ELECTIVE, one of: ENT 501: Family Business in Canada MKT 730: The Management of New Products MKT 731: Industry Analysis	Professional Elective*	
LIBERAL STUDIES (UL) ELECTIVES: 2 required	Upper Level from Table B*	
	Upper Level from Table B*	
PROFESSIONALLY-RELATED (Table I): 3 required Course selection must not include courses with an ENT prefix	Professionally-Related from Table I*	
	Professionally-Related from Table I*	
	Professionally-Related from Table I*	

*Students can opt to take these courses in either the Fall or Winter semester

YEAR 4

REQUIRED COURSES	FALL: Seventh Semester	WINTER: Eighth Semester
ENT 725: Management of Innovation	ENT 730	
ENT 730: Entrepreneurial Organizational Appraisal I		ENT 830
ENT 830: Entrepreneurial Organizational Appraisal II		ENT 725*
BUS 800: Strategic Management		BUS 800*
PROFESSIONAL ELECTIVE, one of: ENT 501: Family Business in Canada MKT 730: The Management of New Products MKT 731: Industry Analysis		Professional Elective*
PROFESSIONALLY-RELATED (Table I): 4 required Course selection must not include courses with an ENT prefix		Professionally-Related from Table I*
		Professionally-Related from Table I*
		Professionally-Related from Table I*
		Professionally-Related from Table I*
LIBERAL STUDIES (UL) ELECTIVE: 1 required		Upper Level from Table B*

*Students can opt to take these courses in either the Fall or Winter semester

Ryerson has one of the largest entrepreneurship departments in Canada with both a major in Entrepreneurship and a minor in Entrepreneurship & Innovation, twelve full-time faculty members, twelve entrepreneurship-specific courses, and approximately 500 students from non-business degree programs taking entrepreneurship courses each year. Graduate-level entrepreneurship education is also provided through specific courses and modules of the two MBA programs offered by TRSM. Many of the graduates from Entrepreneurship go on to start their own companies, work entrepreneurially in existing firms, or start new community organizations.

The department has ten active researchers who publish in peer-reviewed journals. The department is also home to the Entrepreneurship Research Institute, which is devoted to investigating the role that

entrepreneurs play in modern economies, and which publishes a peer-reviewed journal *Entrepreneurial Practice Review*. In particular, it focuses on addressing the fundamental research questions of the entrepreneurship field: where entrepreneurial opportunities come from, why some firms and individuals choose to exploit them, and how these efforts can be made more successful. Membership in the Institute draws from diverse areas and departments of TRSM and other Faculties.

Comparative Curriculum Analysis
While many Canadian universities have begun to recognize the societal demand for entrepreneurship education and have begun to market small and symbolic offerings labeled as "entrepreneurship", only a very limited number of Canadian universities compete with Ryerson to offer an entrepreneurship program of any significant scope. The table below provides general metrics on the size of these competitive programs.

University	Courses offered	Dedicated faculty
Ryerson	13	8
Brock	13	4
UWO	7	4
Laurier	6	2
Non-Ontario		
Laval (PQ)	13	4
UQTR (PQ)	11	4
HEC (PQ)	8	3
Victoria (BC)	8	8

Supplemental Student Survey
The Winter 2010 survey of forty-one students in the Entrepreneurship major had the following notable results:
- Over 90% are full-time students. Over 50% came directly from high school, while significant segments came from full-time working life (17%) or are direct entries from community colleges (22%).
- Decisions to attend were very much based on reputation, and more on the reputation of TRSM than on the reputation of Ryerson overall.
- Entrepreneurship students have significant outside working obligations during the school year, with more than half working in excess of the recommended cap of 10 hours per week.
- They are highly satisfied with what they are learning about the world, about business, and about themselves (Very Satisfied/Satisfied combined scores of 80%, 85%, and 71% respectively). The only significant source of dissatisfaction they report is with their own level of effort (20% Dissatisfied/Very Dissatisfied).
- Their primary dissatisfaction is with the lack of adequate internship opportunities (24%).
- Regarding program structure they are most satisfied with the ability to apply knowledge from one course to another (78%), the opportunity to apply knowledge to the real world (73%), the amount of in-class interaction (68%) and the range of course choices (68%). Their primary dissatisfaction is with the range of liberal studies choices (39%).
- Regarding the acquisition of knowledge and skills they are most satisfied with their ability to conduct themselves with integrity and apply knowledge across different courses (81%), and to have a range of alternative decision-making strategies and understand the depth of research needed to complete projects (78%). Their primary dissatisfaction is with their ability to use common business software at an advanced level (32%).
- In terms of potential changes to their program, they very much want to be able to take more courses from other Faculties (93%), take more courses during the Spring/Summer semester (81%), have more fields for liberal studies (81%), and have their degree be specifically named a "B.Comm in Entrepreneurship" (81%). They do not want to have to choose their major before entering first year (51%).

The Summer 2010 survey of all past graduates of the Entrepreneurship major had the following notable results:

- Overall, graduates are highly satisfied with the results of their entrepreneurship education, rating it 4.2 on a 5-point scale.
- Their self-assessment of specific areas of entrepreneurial knowledge and skill (opportunity spotting, business planning, and resource acquisition abilities) were somewhat lower, ranging from 3.6 to 3.8 out of 5. These scores, while still high, may be indicative of areas of future investigation and improvement.
- The graduates made several suggestions for courses and topics that they believe should be added to the program to make it more valuable. These include: investment fundraising, small-business accounting and taxation, sales, and presentation skills. Some of their suggestions, such as mandatory courses in entrepreneurial finance and in innovation, have already been implemented (subsequent to their graduation dates) as part of ongoing program renewal within the department.
- The graduates also spoke in favour of allowing a greater range of electives for students to tailor their program to specific career objectives.
- They also recommended program innovations that would permit entrepreneurship students to mix and interact with students in other programs and other faculties (such as Engineering).

Supplemental Employer Survey

Fall 2010 interviews with entrepreneurs and potential employers of Entrepreneurship graduates had the following notable results:

Demand (Societal/Employer)

- Very strong societal and industry demand for entrepreneurial graduates.
- Despite the obvious benefits of an entrepreneurial culture, we face an urgent need to bring about change among young people. Canada needs more of what the Ryerson entrepreneurship program offers. The program is truly helping young entrepreneurs assemble resources in an effort to transform innovation into economic goods.

Scope of Material Covered

- Very complete and comprehensive curriculum. Nothing is obsolete or of little value and should be removed. This program is on par with top-tier universities in UK and USA in terms of quality, depth, and scope.
- Recommend more emphasis on customers, talking to them early, getting feedback and signals from the market.
- More emphasis on the importance of VARs, channel distributors, partners, and strategic alliances for entrepreneurial sales and marketing.
- Could also use more emphasis on internationalization, going global early on.
- Make sure there is enough time and focus on how to raise money and how to bootstrap.
- Courses appear to teach the "hard" skills, but not the soft skills (e.g., people skills). Would like to see more emphasis on the importance of character and integrity.
- Current structure of assignments for ENT726 appears to reward quantity, not quality (e.g., attendance and minimum page limits).
- BUS800 might benefit from less reading, more doing. Is it possible to get students out of the classroom and involved in real businesses here? Or involve guest speakers more? Spend more time on developing real-world go-to-market strategies and effective tools for implementing these strategies.

Program Structure

- Primary measure of success should be how many successful entrepreneurs result from the program, and how many new companies are created.
- Minor is a little too flexible or unfocussed-looking. So many courses that students wouldn't know what to choose without a lot of coaching. Create another, more tightly focussed minor. This one would be specifically aimed at go-to-market strategies for students outside of TRSM who want to start a business (e.g., FCAD, FEAS). Courses would be a very practical selection addressing start-up requirements.
- Might be helpful to present program as a more integrated "whole" by developing a sense of elite cohort among faculty members and students.
- Interlinking of content among courses should be more explicit.

FINANCE MAJOR

YEAR 2		
REQUIRED COURSES	FALL: Third Semester	WINTER: Fourth Semester
ACC 414: Intermediate Accounting I FIN 300: Managerial Finance I	ACC 414	
FIN 401: Managerial Finance II FIN 501: Investment Analysis I	FIN 300	
FIN 502: Personal Financial Planning GMS 401: Operations Management	GMS 401	
CMN 279: Introduction to Contemporary Business Communication	CMN 279*	
LAW 122: Business Law	LAW 122*	
		FIN 401
		FIN 501
		FIN 502
LIBERAL STUDIES (LL) ELECTIVES: 2 required	Lower Level from Table A	Lower Level from Table A
*Students are assigned one of CMN 279/LAW 122 - one in the third and the other in the fourth semester.		

YEAR 3			YEAR 4		
REQUIRED COURSES	FALL: Fifth Semester	WINTER: Sixth Semester	REQUIRED COURSES	FALL: Seventh Semester	WINTER: Eighth Semester
PROFESSIONAL ELECTIVE, four of:	Professional Elective*		BUS 800: Strategic Management; and FIN 701: Financial Intermediation	FIN 701*	
FIN 510: Entrepreneurial Finance FIN 512: Risk Management and Insurance	Professional Elective*		FIN 800: Ethics in Finance	FIN 800*	
FIN 521: Advanced Portfolio Management FIN 601: Investment Analysis II	Professional Elective*			BUS 800*	
FIN 610: Short-Term Financial Management FIN 611: Applied Investment Management	Professional Elective*		PROFESSIONAL ELECTIVE, three of:	Professional Elective*	
FIN 612: Retirement and Estate Planning FIN 621: International Finance			FIN 621: International Finance FIN 710: Advanced Corporate Finance	Professional Elective*	
PROFESSIONALLY-RELATED (Table I): 4 required Course selection must not include courses with an FIN prefix	Professionally-Related from Table I*		FIN 711: Advanced Investment Management FIN 801: Financial Risk Management	Professional Elective*	
	Professionally-Related from Table I*		FIN 810: Corporate Financial Analysis FIN 812: Advanced Personal Financial Planning		
	Professionally-Related from Table I*		PROFESSIONALLY-RELATED (Table I): 3 required Course selection must not include courses with an FIN prefix	Professionally-Related from Table I*	
	Professionally-Related from Table I*			Professionally-Related from Table I*	
LIBERAL STUDIES (UL) ELECTIVES: 2 required	Upper Level from Table B*			Professionally-Related from Table I*	
	Upper Level from Table B*		LIBERAL STUDIES (UL) ELECTIVE: 1 required	Upper Level from Table B*	
*Students can opt to take these courses in either the Fall or Winter semester			*Students can opt to take these courses in either the Fall or Winter semester		

FIN300 and FIN401 courses are mandatory for all students in TRSBM, and FIN300, FIN401, FIN501, and FIN502 are mandatory courses for all finance majors. Finance faculty members maintain a high quality of teaching, high quality of student proficiency in the subject after taking the course, and good student retention rates.

Student enrollment in finance courses increased by 65% during the last five years, from 3590 students in 2004/2005 to 5932 students in 2009/2010 academic year. The four core finance courses, FIN300, FIN401, FIN501 and FIN502, constitute 52% of the overall finance enrolment. The remaining courses are electives offered to finance and non-finance majors.

Comparative Curriculum Analysis
The Schulich School of Business offers an honours degree in Business Administration. All students take a mandatory FINE 2000 Introduction to Finance course. Students take 12 credit of Finance courses (4 separate courses) in addition to the mandatory courses in order to specialize in the Finance major.

The Rotman School of Business does not offer a Finance major in the undergraduate degree. However, they offer a Masters in Finance.

Supplemental Student Surveys
- Most students came to the Finance major straight from high school; they chose the Finance program and TRSBM to a large extent due to location. Most finance students, like the other TRSBM students, either do not work at all, or work 11-15 hours/week. They report little or no participation in extracurricular activities or volunteering.
- Finance students have similar learning experiences as TRSBM students, since they are satisfied with their program of study mostly because of what they learned about business and themselves. Their overall level of satisfaction with support services, program structure, learned knowledge and skills is similar to that of TRSBM students. Most Finance students are very likely or likely to choose TRSBM for further education to recommend TRSBM to someone else, or to choose the same major again.
- There was only one clear difference between Finance majors and the averages for TRSBM students. Most Finance majors spend more time studying, 10-15 hours/week versus 6-10 hours/week for most TRSBM students. This suggests that students find Finance courses challenging and this is likely due to the fact that they require advanced quantitative and problem solving skills as well as a thorough understanding of human nature, attitudes to risk, and decision making under uncertainty.
- Seventy four percent of Finance students are either very satisfied or satisfied with the range of choices within the professional courses. Similarly, a majority of the students find courses reflect the current issues in the business world. The majority of the Finance major students are satisfied with the courses that they take and with their education.

Supplemental Employer Surveys
The Finance Department interviewed a manager in the Investment Banking division of the Scotia Bank. He has employed Finance graduates and he is satisfied with their knowledge and performance. Similar thoughts were expressed by both Scotia Bank International Operations Division and a manager at Manulife Insurance. It was recommended to introduce a Financial Modelling course. As a result of this recommendation and student requests, two Financial Modelling courses will be offered in 2012.

GLOBAL MANAGEMENT STUDIES MAJOR

YEAR 2		
REQUIRED COURSES	FALL: Third Semester	WINTER: Fourth Semester
GMS 400: The Global Business Environment GMS 401: Operations Management	GMS 401	
GMS 402: Managerial Economics GMS 450: Project Management	GMS 402	
FIN 300: Managerial Finance I FIN 401: Managerial Finance II	FIN 300	
CMN 279: Introduction to Contemporary Business Communication	CMN 279*	
LAW 122: Business Law	LAW 122*	
		GMS 400
		GMS 450
		FIN 401
LIBERAL STUDIES (LL) ELECTIVES: 2 required	Lower Level from Table A	Lower Level from Table A
*Students are assigned one of CMN 279/LAW 122 - one in the third and the other in the fourth semester.		

YEAR 3		
REQUIRED COURSES	FALL: Fifth Semester	WINTER: Sixth Semester
GMS 522: International Marketing GMS 723: International Trade	GMS 522*	
GMS 802: Ethics and Regulation of International Business FIN 621: International Finance	GMS 723*	
	GMS 802*	
	FIN 621*	
PROFESSIONAL ELECTIVE, three of: GMS 690: The North American Business Environment** GMS 691: The Asian Business Environment**	Professional Elective*	
GMS 692: The European Business Environment**	Professional Elective*	
GMS 693: The Latin American and Caribbean Business Environments**	Professional Elective*	
GMS 694: The African Business Environment** GMS 695: The Middle Eastern Business Environment** GMS 502: Mangement Control GMS 528: Issues in Operations Management GMS 550: Business-to-Business e-Commerce GMS 601: International Economics GMS 614: Special Topics in Global Management GMS 701: Purchasing and Supply Management I (prerequisite to GMS 801) GMS 750: Consulting to Management GMS 801: Purchasing and Supply Management II GMS 803: Principles of Transportation GMS 804: Studies in Global Supply Chain Management GMS 805: Manufacturing Management ENT 526: Introduction to Entrepreneurial Behaviour ENT 527: Studies in Entrepreneurship ENT 725: Management of Innovation MHR 700: Cross Cultural Dimensions of Organizational Behaviour		
PROFESSIONALLY-RELATED (Table I): 1 required Course selection must not include courses with a GMS prefix	Professionally-Related from Table I*	
LIBERAL STUDIES (UL) ELECTIVES: 2 required	Upper Level from Table B*	
	Upper Level from Table B*	
*Students can opt to take these courses in either the Fall or Winter semester **Minimum of one to a maximum of two must be selected		

YEAR 4		
REQUIRED COURSES	FALL: Seventh Semester	WINTER: Eighth Semester
GMS 724: The Management of International Enterprise GMS 850: Global Management Strategy	GMS 724*	
BUS 800: Strategic Management	GMS 850*	
	BUS 800*	
PROFESSIONAL ELECTIVE, two of (if not taken in year three): GMS 422: Quality Management	Professional Elective*	
GMS 502: Mangement Control GMS 528: Issues in Operations Management	Professional Elective*	
GMS 550: Business-to-Business e-Commerce GMS 601: International Economics GMS 614: Special Topics in Global Management GMS 701: Purchasing and Supply Management I (prerequisite to GMS 801) GMS 750: Consulting to Management GMS 801: Purchasing and Supply Management II GMS 803: Principles of Transportation GMS 804: Studies in Global Supply Chain Management GMS 805: Manufacturing Management ENT 526: Introduction to Entrepreneurial Behaviour ENT 527: Studies in Entrepreneurship ENT 725: Management of Innovation MHR 700: Cross Cultural Dimensions of Organizational Behaviour		
PROFESSIONALLY-RELATED (Table I): 4 required Course selection must not include courses with a GMS prefix	Professionally-Related from Table I*	
	Professionally-Related from Table I*	
	Professionally-Related from Table I*	
	Professionally-Related from Table I*	
LIBERAL STUDIES (UL) ELECTIVE: 1 required	Upper Level from Table B	
*Students can opt to take these courses in either the Fall or Winter semester		

Creation of the Global Management Studies Department was approved by Senate on October 2, 2007 as part of the reorganization of the now defunct Management, Entrepreneurship and Strategy (MES) Department. It replaces the General Management Major which has effectively been phased out. The GMS Department currently delivers a Major in Global Management, a Major in Economics and Management Science (jointly with Economics), as well as a Minor in Global Management. The new Global Management Major attracted 200 students in its first year of operation.

Comparative Curriculum Analysis
- York University offers a BBA with an international business (IB) specialization. Students in the specialization take electives in international economics; international marketing; introduction to IB; international financial management and global ethics.
- Carleton University offers a B.Com with a concentration in international business. Students in the Carleton IB concentration are required to complete nine courses in areas such as international marketing, international finance and strategic management.
- The University of Ottawa offers a B.Com with an international management major. Students complete courses in International Accounting; Multinational Business Finance; International Marketing and International Human Resource Management.
- At Queen's University students in the B.Com program can pursue an major in international business by completing the following courses: International Business Strategy; International Negotiations; Managing in a Multi-Cultural Environment; Business in the Asia-Pacific Rim and Government & the Global Economy.
- University of Western Ontario offers an HBA with elective courses in the global environment of business in the final year of the program. Only two elective courses are offered.
- Wilfred Laurier University offers a concentration in international business in its Honours BBA. Students complete courses in: Supply Chain Management; Global Marketing Management; Independent Research; Business Policy II and a Seminar in Organizational Behaviour.

Supplemental Student Surveys[2]
- Students in the global management major are generally satisfied with the structure of the curriculum. For example, 69% of students survey reported being "satisfied" or "very satisfied" with the sequencing of courses in the major while almost 75% of those surveyed reported being "satisfied" or "very satisfied" with the range of business courses they had access to in the major. Students also reported high levels of satisfaction specifically with the range of professional, professionally related and liberal majors open to them.
- Levels of satisfaction with the knowledge and skills provided by the major are also encouraging. 78% of those surveyed noted that they were able to appreciate the global aspects of business while 75% believed that they understood the key drivers and forces in the external environment that impact business decisions. Survey participants were also clearly satisfied with a range of skills that the major imparted including their ability to work in teams, conduct themselves with integrity, make effective oral presentations, solve problems and communicate effectively in writing.
- Of students surveyed, 61% would choose the global management major again while the same percentage was optimistic about their chances of finding a job in the field of global management.

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[2] At the time of the self-study, the GMS major had yet to graduate any students.

HUMAN RESOURCES MANAGEMENT MAJOR

YEAR 2		
REQUIRED COURSES	FALL: Third Semester	WINTER: Fourth Semester
MHR 405: Organizational Behaviour and Interpersonal Skills	MHR 405	
MHR 505: Organizational Behaviour II	FIN 300	
MHR 522: Industrial Relations		
FIN 300: Managerial Finance I	GMS 401	
FIN 401: Managerial Finance II		
GMS 401: Operations Management	CMN 279*	
CMN 279: Introduction to Contemporary Business Communication		
LAW 122: Business Law	LAW 122*	
		MHR 505
		MHR 522
		FIN 401
LIBERAL STUDIES (LL) ELECTIVES: 2 required	Lower Level from Table A	Lower Level from Table A
*Students are assigned one of CMN 279/LAW 122 - one in the third and the other in the fourth semester.		

YEAR 3		
REQUIRED COURSES	FALL: Fifth Semester	WINTER: Sixth Semester
MHR 600: Diversity and Equity in the Workplace	MHR 600*	
MHR 623: Recruitment and Selection (Staffing)	MHR 623*	
MHR 741: Managing Interpersonal Dynamics	MHR 741*	
PROFESSIONAL ELECTIVE, one of: MHR 640: Leadership MHR 650: Management of Change (Prerequisite to MHR 850) MHR 670: Special Topics in Organizational Behaviour and HR Management MHR 671: Human Resources Information Systems MHR 700: Cross-Cultural Dimensions of Organizational Behaviour MHR 711: Occupational Health and Safety MHR 721: Negotiation and Conflict Resolution MHR 733: Training and Devleopment MHR 749: Compensation Management MHR 849: Human Resources Planning MHR 850: Organization Development	Professional Elective*	
PROFESSIONALLY-RELATED (Table I): 4 required, one of which must be LAW 529: Employment and Labour Law. Course selection must not include courses with an MHR prefix	LAW 529*	
	Professionally-Related from Table I*	
	Professionally-Related from Table I*	
	Professionally-Related from Table I*	
LIBERAL STUDIES (UL) ELECTIVE: 2 required	Upper Level from Table B*	
	Upper Level from Table B*	
*Students can opt to take these courses in either the Fall or Winter semester		

YEAR 4		
REQUIRED COURSES	FALL: Seventh Semester	WINTER: Eighth Semester
MHR 841: Organizational Theory and Design		MHR 841*
BUS 800: Strategic Management		BUS 800*
PROFESSIONAL ELECTIVE, four of: MHR 640: Leadership MHR 650: Management of Change (Prerequisite to MHR 850) MHR 670: Special Topics in Organizational Behaviour and HR Management MHR 671: Human Resources Information Systems MHR 700: Cross-Cultural Dimensions of Organizational Behaviour MHR 711: Occupational Health and Safety MHR 721: Negotiation and Conflict Resolution MHR 733: Training and Development MHR 749: Compensation Management MHR 849: Human Resources Planning MHR 850: Organization Development		Professional Elective*
		Professional Elective*
		Professional Elective*
		Professional Elective*
PROFESSIONALLY-RELATED (Table I): 3 required Course selection must not include courses with an MHR prefix.		Professionally-Related from Table I*
		Professionally-Related from Table I*
		Professionally-Related from Table I*
LIBERAL STUDIES (UL) ELECTIVE: 1 required		Upper Level from Table B*
*Students can opt to take these courses in either the Fall or Winter semester		

The Department offers a major in Human Resources Management (HRM), a minor in HRM, and a minor in Organizational Leadership. Courses required for national certification by the Canadian Council of Human Resources Associations (through the Human Resources Professionals Association for applicants from Ontario) are offered so that students can graduate fully prepared to take the National Knowledge Exam required for certification.

Comparative Curriculum Analysis

Ryerson's two main competitors are the University of Toronto and York University. The Ryerson HRM major offers more HROB courses than are available at Rotman or Schulich. It offers 15 of the 22 courses offered at the School of Human Resources Management at York University, but has more OB courses than the York School of HRM program. Students can take all the courses required for certification at both Ryerson and York School of HRM. Ryerson is the only HRM program with a minor in leadership.

Supplemental Student Surveys

- A greater proportion of HRM students are direct entry from college programs than in other TRSBM majors. Compared to students in other majors, HRM students tend to be employed for more hours each week and to spend fewer hours per week on course work.
- HRM students are more satisfied with internship opportunities than other students, but are less satisfied with opportunities to develop technology skills.
- HRM students are even more strongly in favor of being able to take more courses from other Faculties and having a reduced number of required courses in the major so that they could take a double major compared to other students.
- HRM students are more likely to be female (72%) and minorities (54%), whereas the majority of business students (54%) are male non-minorities.
- A large majority of HRM students have English as their first language (80%) compared to 66% overall in TRSBM, and are more confident about their ability to read and write in English.
- The majority of HRM students have GPA in the 2 range compared to the overall TRSBM majority which is in the 2.67 to 3.33 range.

Supplemental Employer Surveys

The Director, HR Excellence, Human Resources Professionals Association reviewed the curriculum and noted that it provides all the courses necessary to write the certification exam for the Certified Human Resources professional designation. Therefore Ryerson has no gaps or redundancies in its current curriculum. Leading-edge topics for which new courses could be considered include global HR, HR for entrepreneurs, advanced HR with senior level topics, strategic HR including metrics, quantitative analysis for HR. HRPA represents almost 20,000 HR practitioners in Ontario organizations.

LAW AND BUSINESS MAJOR

YEAR 2		
REQUIRED COURSES	FALL: Third Semester	WINTER: Fourth Semester
LAW 534: Government Regulation of Business LAW 603: Advanced Business Law	LAW 122	
PHL 214: Critical Thinking FIN 300: Managerial Finance I	FIN 300	
FIN 401: Managerial Finance II GMS 401: Operations Management	GMS 401	
CMN 279: Introduction to Contemporary Business Communication	PHL 214	
LAW 122: Business Law		LAW 534
		LAW 603
		CMN 279
		FIN 401
LIBERAL STUDIES (LL) ELECTIVES: 2 required	Lower Level from Table A	Lower Level from Table A

YEAR 3		
REQUIRED COURSES	FALL: Fifth Semester	WINTER: Sixth Semester
LAW 533: Corporate Social Responsibility and the Law	LAW 533*	
REQUIRED GROUP 1, three of: LAW 321: The Law of Hospitality and Tourism	Required Group 1*	
LAW 525: The Law of the Marketplace LAW 529: Labour Law	Required Group 1*	
LAW 535: Environmental Law and Business LAW 723: Issues in Information Technology Law	Required Group 1*	
LAW 724: Legal Aspects of International Business		
REQUIRED GROUP 2, two of: CMN 447: Communication and Law	Required Group 2*	
CRM 200: Criminal Law ECN 321: Introduction to Law and Economics	Required Group 2*	
ENT 633: Corporate Governance OHS 208: Occupational Health and Safety Law		
PHL 612: Philosophy of Law PPA 629: Administrative Law		
PROFESSIONALLY-RELATED (Table I): 2 required Course selection must not include courses with a LAW prefix	Professionally-Related from Table I*	
	Professionally-Related from Table I*	
LIBERAL STUDIES (UL) ELECTIVES: 2 required	Upper Level from Table B*	
	Upper Level from Table B*	
*Students can opt to take these courses in either the Fall or Winter semester		

YEAR 4		
REQUIRED COURSES	FALL: Seventh Semester	WINTER: Eighth Semester
LAW 722: Law and Canadian Business BUS 800: Strategic Management	LAW 722*	
	BUS 800*	
REQUIRED GROUP 1, three of (if not taken in Year 3): LAW 321: The Law of Hospitality and Tourism	Required Group 1*	
LAW 525: The Law of the Marketplace LAW 529: Labour Law	Required Group 1*	
LAW 535: Environmental Law and Business LAW 723: Issues in Information Technology Law	Required Group 1*	
LAW 724: Legal Aspects of International Business		
REQUIRED GROUP 2, one of (if not taken in Year 3): CMN 447: Communication and Law	Required Group 2*	
CRM 200: Criminal Law ECN 321: Introduction to Law and Economics		
ENT 633: Corporate Governance OHS 208: Occupational Health and Safety Law		
PHL 612: Philosophy of Law PPA 629: Administrative Law		
PROFESSIONALLY-RELATED (Table I): 3 required Course selection must not include courses with a LAW prefix	Professionally-Related from Table I*	
	Professionally-Related from Table I*	
	Professionally-Related from Table I*	
LIBERAL STUDIES (UL) ELECTIVE: 1 required	Upper Level from Table B*	
*Students can opt to take these courses in either the Fall or Winter semester		

Comparative Curriculum Analysis

- TRSM is the only Canadian School of Business to host a law department, with a concentration of legal scholars teaching and researching the legal environment of business. This unique characteristic of TRSM puts it and Ryerson at a huge advantage among prospective students deciding upon their university and degree program of choice.
- The lack of comparative departments and areas within other business faculties precludes a direct comparison with similar programs.
- Preliminary, unpublished data suggests that roughly 8% of the faculties of business accredited by the Association to Advance Collegiate Schools of Business (AACSB) currently offer a program equivalent to this proposal. Roughly 8% of these faculties currently offer a program equivalent to the

existing Law Minor as well.[3] This information suggests that the proposed Major in Law and Business will allow the Faculty of Business to position clearly itself as a North American leader in the education of law and business at a time when it is seeking AACSB accreditation itself.

Supplemental Student Surveys[4]

In a survey conducted in Winter 2010, 19 students who are enrolled or intend to enroll in the Law and Business program responded. The results have limited significance, since 16 of the 19 students were still in their first or second year, which means that that had not yet declared their major and many had not yet completed any of the courses in the program.   The results are nonetheless encouraging, and they reveal a satisfaction with the content and structure of the curriculum (73%-84%), the opportunity to apply knowledge to real life situations (63%), the extent to which course materials reflect current issues in the business world (89%), and the ability to apply knowledge from one course in another course (84%).

MARKETING MAJOR

YEAR 2		
REQUIRED COURSES	FALL: Third Semester	WINTER: Fourth Semester
MKT 300: Marketing Metrics and Analysis MKT 400: Understanding Consumers and the New Media FIN 300: Managerial Finance I FIN 401: Managerial Finance II GMS 401: Operations Management CMN 279: Introduction to Contemporary Business Communication LAW 122: Business Law	MKT 300	
	FIN 300	
	GMS 401	
	CMN 279*	
	LAW 122*	
		MKT 400
		FIN 401
PROFESSIONALLY-RELATED (Table I): 1 required (winter semester)		Professionally-Related from Table I
LIBERAL STUDIES (LL) ELECTIVES: 2 required	Lower Level from Table A	Lower Level from Table A
*Students are assigned one of CMN 279/LAW 122 - one in the third and the other in the fourth semester.		

YEAR 3		
REQUIRED COURSES	FALL: Fifth Semester	WINTER: Sixth Semester
MKT 500: Marketing Research MKT 510: Innovations in Marketing MKT 600: Integrated Case Analysis	MKT 500*	
	MKT 510*	
	MKT 600*	
PROFESSIONAL AND PROFESSIONALLY-RELATED ELECTIVES: Five courses from Table I, a maximum of two of the following: MKT 504: Effective Persuasion MKT 723: Marketing in the Service Industry MKT 730: Assessing/Managing Market Opportunities MKT 731: Competitive Intelligence MKT 828: Sport Marketing Concepts and Strategy MKT 829: International Sport Marketing GMS 522: International Marketing	Professional and Professionally-Related Elective*	
	Professional and Professionally-Related Elective*	
	Professional and Professionally-Related Elective*	
	Professional and Professionally-Related Elective*	
	Professional and Professionally-Related Elective*	
LIBERAL STUDIES (UL) ELECTIVES: 2 required	Upper Level from Table B*	
	Upper Level from Table B*	
*Students can opt to take these courses in either the Fall or Winter semester.		

YEAR 4		
REQUIRED COURSES	FALL: Seventh Semester	WINTER: Eighth Semester
MKT 700: Business Intelligence and Decision Modeling MKT 702: Advanced Integrated Marketing Management MKT 802: Advanced Market Planning BUS 800: Strategic Management	MKT 702	
		MKT 802
	MKT 700*	
	BUS 800*	
PROFESSIONAL AND PROFESSIONALLY-RELATED ELECTIVES: Five courses from Table I, a maximum of two of the following: MKT 504: Effective Persuasion MKT 723: Marketing in the Service Industry MKT 730: Assessing/Managing Market Opportunities MKT 731: Competitive Intelligence MKT 828: Sport Marketing Concepts and Strategy MKT 829: International Sport Marketing GMS 522: International Marketing	Professional and Professionally-Related Elective*	
	Professional and Professionally-Related Elective*	
	Professional and Professionally-Related Elective*	
	Professional and Professionally-Related Elective*	
	Professional and Professionally-Related Elective*	
LIBERAL STUDIES (UL) ELECTIVE: 1 required	Upper Level from Table B*	
*Students can opt to take these courses in either the Fall or Winter semester		

In 2007-8, there were 1056 students in Semesters 3 through 8 identified as Marketing Majors. In 2008-9 1163 students and in 2009-10, 1160 students. The Marketing curriculum was revised in 2009. The pre-2009 curriculum included a total of 12 marketing courses (required and elective) beyond MKT100.

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[3] Several of these universities characterize these programs explicitly as pre-law-school programs when marketing them to students.

[4] At the time of the self-study, the Law and Business major had yet to graduate any students.

Comparing the pre-2009 and current program [i.e., ca. 2010] structure for a Marketing Major, the number of required marketing courses increased from seven to nine (including MKT100), the number of required elective marketing courses was reduced from six to zero. Pre-2009 students had seven slots for professionally-related courses. With the reduction in the total number of required Marketing courses, students now have eleven open course slots.

Comparative Curriculum Analysis
- The largest number courses that is required for a Marketing Major are nine (University of Guelph) and the least is four (Schulich and Ivey). UBC, Carleton and Ottawa require eight, and Simon Fraser, Dalhousie, Brock and McMaster require six.
- The programs in other universities tend to be silo-oriented with courses in Brand Management, Advertising and Communication, Channel Strategies etc.
- Ryerson's Marketing Major is different from other programs offered in the country in that courses are integrated, include metrics, and are grounded in IT capability.

Supplemental Student Surveys
Survey of Students 2007
The quantitative survey of 120 first year students who intended to major in marketing and 99 fourth year marketing majors revealed two gaps in the pre-2009 program that were confirmed in qualitative interviews with past graduates. First, the previous marketing curriculum did not increase students' numeracy acumen as they progressed through four years, and did not prepare them adequately in the area of marketing metrics to meet the expectations and demands of business and industry; and second, the marketing curriculum lacked rigor in that students did not feel it is as demanding as some of the other majors, and reported not putting in as much effort as other majors.

Survey of Students 2010
In the Winter 2010 survey, almost three-quarters of the 241 Marketing students who answered the survey were from the third or fourth year, so their responses are based on significant experience in the Marketing program and with the pre-2009 curriculum.
- Although an overwhelming proportion (85%) of Marketing Majors are satisfied with what they learned about business from their time in the program, less than half (48%) feel they have sufficient career preparation to meet the challenges of the world. This may be a reflection of the tough economic times and lack of confidence about being able to land a job. Interestingly, only two-thirds of students feel satisfied with the amount of effort they put into their studies, which suggests that the time devoted to part-time employment is limiting study hours and students feel the tension between their financial obligations and their study requirements.
- The structure of the curriculum around technology and numeracy skills has lower than desired levels of satisfaction (48% and 55% respectively). The students answering this survey have not had the benefit of the new curriculum, which has been re-designed to emphasize the acquisition of these skills. Their lack of satisfaction with the old curriculum with respect to the acquisition of these skills underlines the appropriateness of the new curriculum strategy. The relatively low level of satisfaction about the timeliness (56%) and quality of feedback (42%) is influenced by increased class sizes and the lack of appropriate resourcing for TA assistance.
- Once again the acquisition of technology knowledge and skills is lower than would be liked, but this has been addressed in the new curriculum to which these students have not been exposed. Several of these questions were asked on the previous 2001 study and there have been some changes in attitudes. The one item that changed for the worse was working with peers on group projects (80% satisfied in 2001 and down to 72% satisfied in 2010). The decreased proportion of those satisfied may be a reflection of larger class sizes, which has in some instances translated into fewer projects and assignments and more multiple choice tests and examinations. Students have increased their satisfaction with the research skills they have been able to acquire, perhaps as a result of the expansion of electronic access to information, and increased expectations about what is necessary to do a comprehensive analysis
- One clear message from the Marketing students is that they want more flexibility including the ability to take a double major (75%) or two minors (65%), have a full range of courses in a third

semester major (66% compared to 54% in 2001), have more liberal studies majors (77%), have more courses from other Faculties (76% versus 53% in 2001), and more evening course slots (52%).

- The Marketing Department has already addressed two of their concerns in its new curriculum. First, the number of courses required to be a Marketing Major has been reduced by four which frees up more slots for students to pursue other interests either through another major or a minor. Secondly, beginning in Fall 2010, MKT 100, 300, 500, 510, 700, 723, 731and 802 are being offered in an evening time slot.

Supplemental Employer Surveys

In-depth interviews with marketing executives were conducted in order to confirm the trends identified in the trade literature. Their feedback on the strengths and weaknesses of current marketing graduates was very consistent and reflects the transformation that is currently ongoing. In the experience of almost all respondents, marketing graduates tend to have superior interpersonal skills and are able to work well in teams, handle conflict and function effectively in collaborative situations. However, according to all respondents, their ability to handle numbers, employ quantitative tools for analysis purposes, and use evidence-based decision-making is lacking and not at the standard required for business and industry today, given the changes that are occurring as documented above.

Several interviewees mention that their firms have had to do remedial work in order to bring the skills of the entry level marketing graduate up to the level required to fulfill their position responsibilities. They need graduates who understand digital marketing and are "tech savvy". Skills in financial analysis, statistics, cost-benefit, ROMI, and data management are more important now than previously. Both the primary and secondary research confirm that changes are occurring in business and industry that have an impact on the nature of the curriculum. If TRSM Marketing graduates are to be attractive to potential employers, they must have more quantitative and IT skills than have been necessary in the past, and these requirements have been reflected in the design of the new curriculum.

7. FOCUS ON EXPERIENTIAL LEARNING IN TRSBM

The Business Management program provides a substantial amount of experiential learning for its students. The bulk of experiential learning is integrated into the curriculum, which provides students with ample opportunity to apply theoretical constructs to real-world situations through the extensive use of case studies, simulations, workshops, problem-based learning, and research projects, among other methodologies. For students seeking further experiential learning, the Business Management program provides a multitude of opportunities to expand upon the already robust experiential component of the curriculum such as:

1. Competitions: Through its Entrepreneurship, Finance and Accounting majors, Business Management hosts a number of competitions designed to foster healthy competition among students and further experiential growth.

2. Business Careers Program: While the Business Management program offers no formal co-operative education component, qualified students are eligible to join the Business Careers Program. The Business Careers Program provides students with the opportunity to work in meaningful, career-related positions while completing the Business Management program.

3. International Exchange Program: The Ted Rogers School of Business Management's International Exchange Program provides an opportunity for Ryerson students to internationalize their studies and develop a greater understanding of the globalization of today's marketplace. It also involves having students from partner institutions around the world come to Ryerson to take courses, give a different perspective to class discussions and activities, and learn about Canada. Originally started in the School of Business Management, the exchange agreements were expanded in 2001 to include all the schools in the Ted Rogers School of Management. The Ted Rogers School of Management has 36 exchange partnerships in 20 countries around the world. Some of the destinations include: England, Scotland, Ireland, The Netherlands, Sweden, Denmark, India, Hong Kong, Singapore, Croatia, France, Germany, Italy, Australia, Mexico and Chile. Study majors are available in English, French, Italian, German and Spanish. As of 2010, over 650 Ted Rogers School of Management students have participated in the International exchange program. The numbers are increasing each year with total outbound students doubling over the past 3 years.

4. Work-Study Opportunities: The Work Study program provides part time employment opportunities for Business Management students. Work Study jobs are located on campus and intended to offer students business- or career-related experience. The student should be able to apply their academic knowledge and further develop and enhance their skill sets.

5. Use of Computer-Based Simulations: As the availability and utility of computer-based simulations has increased in recent years, an increasing number of simulations have been implemented into the Business Management curriculum wherever it complements course materials and enhances experiential learning. In particular, the Finance and Human Resources Management majors make extensive use of computer-based simulations to provide students with immediate, real-world feedback on actions and decisions.

8. ADMISSION REQUIREMENTS

Full-Time, Four Year

Ontario Secondary School Diploma (OSSD) or equivalent with six Grade 12 U/M courses including Grade 12 U courses in: English and Mathematics (one of Grade 12 U Advanced Functions (MHF4U), Calculus and Vectors (MCV4U) or Mathematics of Data Management (MDM4U)) with a minimum grade of 60 percent or higher in each course.

NOTES:

- ENG4U/EAE4U is the preferred English.
- Grade 12 U Advanced Functions (MHF4U) or Grade 12 U Calculus and Vectors (MCV4U) are the preferred Mathematics courses.
- Preference may be given to applicants with a minimum grade of 70 percent in each subject prerequisite.
- Advanced Functions and Introductory Calculus (MCB4U) will be accepted in place of Advanced Functions (MHF4U) where presented and where applicable.
- Geometry and Discrete Mathematics (MGA4U) will be accepted in place of Calculus and Vectors (MCV4U) where presented and where applicable.
- Ryerson will not accept the 'out of school' component of Grade 12 U/M co-op courses for admission or entrance scholarship consideration.
- Subject to competition, candidates may be required to present averages/ grades above the minimum.
  ### *Full- and Part-Time, Direct Entry*
- Three-year CAAT diploma in Business Administration.
- The cumulative grade point average required for admission each year is determined on the basis of competition. Candidates are encouraged to present a cumulative grade point average of 3.20 or higher to maximize their chances for admission consideration.
- Applicants will be considered for admission to third year, and will also be required to complete up to six courses from year two or provide evidence that equivalent courses have been taken.

9. STUDENT QUALIFICATIONS

The mean entering average of students admitted directly from an Ontario secondary school has increased to 83.0% in 2009-2010 from 81.2% in 2007-2008. Even more striking is the increase in newly-admitted students with an average of 80.0% or better, from 65.4% in 2007-2008 to 81.3% in 2009-2010.

10. ENROLLMENT, RETENTION AND GRADUATION DATA

Applications to intake have consistently been in the 8 to 1 ratio even as enrollment targets have been increased each year. This generally reflects the continued interest in business education as a route to employment upon graduation. The increased quality of student intake has been a contributing factor to improved retention rates. This has been further enhanced by efforts in student support services, tutoring and curriculum revisions to the difficult quantitative courses.

% Retained in Same Program After 1 Year						
	Fall 2005	Fall 2006	Fall 2007	Fall 2008	Fall 2009	Fall 2010
Ryerson	81.0	81.3	82.1	80.0	81.0	82.3
Ted Rogers School of Mgmt.	80.3	81.9	84.2	81.9	81.9	84.6
Business Mgmt. FT	**81.2**	**83.9**	**86.2**	**87.1**	**86.9**	**89.2**

% Retained in Same Program After 2 Years						
	Fall 2005	Fall 2006	Fall 2007	Fall 2008	Fall 2009	Fall 2010
Ryerson	70.2	74.8	75.3	72.9	75.9	-
Ted Rogers School of Mgmt.	71.0	77.3	79.9	78.9	78.2	-
Business Mgmt. FT	**75.1**	**80.5**	**82.4**	**85.0**	**84.4**	-

% Retained in Same Program After 3 Years						
	Fall 2005	Fall 2006	Fall 2007	Fall 2008	Fall 2009	Fall 2010
Ryerson	65.9	71.3	70.3	70.4	-	-
Ted Rogers School of Mgmt.	64.3	71.2	75.0	74.3	-	-
Business Mgmt. FT	**68.6**	**73.9**	**77.8**	**81.3**	-	-

Graduation rates have remained consistent in the 76% range. This is significantly higher than the Ryerson University average during this period and well ahead of the 70% graduation rate set in the TRSM Academic Plan. The School of Business Management continues to target for improvements in retention and graduation rates. Specific focus has been on increased admission standards and support programs in first year to assist students in successful transitioning to university.

11. EVALUATION OF STUDENT PROGRESS

- A variety of teaching approaches provide students with opportunities to learn both the theoretical concepts as well as practical application. Different learning opportunities are used including small and large group discussions, presentations, tutorials, and self-directed learning tasks. Some instructors within the school include guest speakers in their course planning. Other courses involve the use of a computer lab.
- The evaluation methods used in the TRSM courses are varied and are oriented to providing an assessment of the learning objectives in each course. Individual assignments reflect the progression of their learning and cumulative learning in course specific content.
- Some courses include assessments of group assignments which are geared towards developing team-based skills.

12. SURVEYS
Student Satisfaction Survey

- In 2003 and 2006, 88.10% and 91.70% of respondents claimed that they would recommend Ryerson to others. These data were well above that of the university as a whole, by 4.30% in 2003 and 6.70% in 2006.
- In 2009, 84.20% of respondents would recommend Ryerson to others, statistically matching with respondents from all programs.
- 27.40% and 20.30% of graduates claimed to be very satisfied with the quality of education received at Ryerson in 2003 and 2006 respectively. These data were again above that of the data reported for graduates of all programs, by 4.60% and 4.10%.
- 17.70% of the 2009 graduates reported being very satisfied with the quality of education received. These data reveal what appears to be a troubling trend.

The decreased level of satisfaction could possibly be attributed to the increased student-to-faculty ratio across all Business Management departments. This magnifies further the need to attract and retain qualified faculty. Another possible explanation is that graduates may have found themselves dissatisfied with the quality of their education in hindsight, as employment prospects were grim for fresh graduates because of the turbulent global economic conditions during that time period.

Graduate Survey
Substantial improvements have been made in recent years in terms of the employment obtained by graduates in their respective fields. While more recent data will be required to determine whether or not

these improvements have continued, an expectation that these metrics continue to improve is not unreasonable.

13. RESOURCES

As of the 2009-2010 academic year, the Ted Rogers School of Business Management employed 95 full-time faculty and 31 part-time faculty for a total of 102 full-time equivalent faculty. The ranking of FTF is distributed evenly, with approximately one-third of all FTF occupying the Assistant Professor, Associate Professor and Professor roles, with three classified as limited-term faculty. As of the 2009-2010 academic year, 10 tenure track, Assistant Professor positions remain vacant. Keeping up with the substantial growth of the program is proving to be a challenge, and more intensive recruiting efforts may be necessary to maintain an adequate student-to-professor ratio.

For the 2009-2010 academic year, 100% of new TRSBM FTF possessed a doctorate, increasing the percentage of total faculty with a doctorate to 71.4%. This figure represents a substantial increase over prior years. In fact, in 2005, a mere 50.90% of TRSBM FTF possessed a doctorate. While more work is needed to further improve the credentials held by faculty, these data demonstrate a clear commitment to the university- and faculty-wide goals aimed at improving the quality and quantity of faculty.

As of the 2009-2010 academic year TRSBM employed six full-time Administrative Assistants (AA), with one AA supporting two program chairs. The AAs work out of the Ted Rogers School of Business Management Office of Student Achievement where they are accessible to students and faculty. The Office is also staffed by an Administrative Coordinator, Student Achievement Coordinator, Student Achievement Officer, and three Student Achievement Assistants, two of which are part-time, contract staff. Student Achievement Assistants operate the front counter, assisting students with day-to-day concerns and issues.

14. SCHOLARLY, RESEARCH AND CREATIVE ACTIVITIES

Accounting Major

20 peer reviewed publications and 52 other intellectual contributions, i.e. conference presentations, book chapters, books, etc. over the last 5 years.   In 2001, of the approximately 8 full-time faculty members only 2 had PhDs. In 2010, of the 8 faculty members, only 2 do not have PhDs. Also 2 sessionals that are ABD and one full-time faculty member that will be joining us in the fall of 2011 that will be completing his PhD by the fall.

Economics & Management Science Major

All Mode IIs are actively engaged in research and are publishing in leading field journals such as the *Journal of International Economics* and *Journal of Monetary Economics*. In 2010, the number of publications per Mode II faculty member has increased by 42% over 2009 and is 33% over the target set in the 5-year academic plan. In 2010, the number of presentations per Mode II faculty member has increased by 117% over 2009 and is 103% over target. A number of Mode II faculty have held external grants over the last few years. Almost 44% of mode II faculty applied for SSHRC grants in the last year. There has been a 40% increase over 2009 in the number of faculty applying for SSHRC grants in 2010.

Entrepreneurship Major

A total of 66 peer-reviewed publications.

Finance Major

Papers in Refereed Journals: 95
Papers in Referred Conference Proceedings: 74
Other Articles and Papers: 31
Books Authored: 5
Chapters in Books: 4
Other Conference Activities: 8

Global Management Major
All Mode 2 faculty members possess PhDs and are engaged in a wide range of research projects. These include work on the cross border acquisition strategies of multinational corporations, the survival of Canadian firms as exporters and the regional vs. global orientation of developing country multinationals.

Human Resources Management Major
Number of RFA Mode 2 – 12 (10 with PhD)
Number of RFA LTF - 1
Number of CUPE Sessional - 8

Law & Business Major
The Law and Business department currently has 6 RFA members on staff, 5 of whom are active researchers in a variety of legal fields relating to business. Areas of research include global governance, environmental law, human rights law, civil society and business engagement with lawmaking processes; employment discrimination law, labour law and policy, international labour law, and equality theories; legal systems across borders, international business law, corporate law and comparative corporate governance; the legal regulation and protection of privacy and personal information in various sectors and across jurisdictions, both within Canada and internationally; corporate social responsibility, non-coercive instruments, environmental management systems, and the constitutionality of regulatory offences.

Marketing Management Major
All Mode IIs are actively engaged in research and three hold external grants.

15. LIBRARY RESOURCES - SUMMARY STATEMENTS

- The report, which examines the status of Business Management resources and collections in the Ryerson Library, shows that the collection is solid and adequately supports the undergraduate programs at Ryerson. A continued close relationship between the Library and the Ted Rogers School of Management will ensure relevancy in the development of its collection.
- Over the past few years, an increase in funds for library acquisitions and a diligent collection development effort on the part of the Library and the faculty have created a Business Management collection that is sufficient to meet the basic demands of study and research for undergraduate programs. That said, the present budget situation and economic climate have put the collections supporting the Business Management program at risk. This is due in part to rising costs of both print and electronic resources, a fluctuating Canadian dollar, and recent decreases in funding due to budget cuts. A continued commitment from the university in support of the Business Management program is required in order to continue to maintain and build Library resources.
- Full-text electronic journal access has augmented or replaced print journal access and the Library's participation in national and provincial resource-sharing consortia (e.g. CRKN and OCUL), has resulted in a substantial increase in journal titles supporting the business areas. Because of the Library's extensive collection of electronic, full-text titles in the area of Business Management, which are constantly being added to and updated, the journal collection is capable of supporting undergraduate and graduate level programs of study.
- It is recommended that all Business Management students at all levels of study attend library skills sessions to develop their research skills and ensure familiarity with the Library's business resources.
- The Ryerson Library will continue to work closely with faculty and students in the Business Management program to ensure that their learning, teaching and research needs are met.
- It is recommended that the Reference Canada, an online directory resource, be purchased at a cost of approximately $4500 annually for three simultaneous users. Reference Canada is a comprehensive directory of Canadian companies containing contact information, annual sales volumes for businesses across Canada and in our review contains much more comprehensive information than our current subscription to Scott's National All Plus Directory.

16. STRENGTHS AND WEAKNESSES

ACCOUNTING MAJOR
Strengths
1. An excellent relationship with the various accounting bodies in order to keep abreast of any developments in either education or the accounting and auditing standards.
2. Most of the faculty have had business experience and can understand the education required by the students in order to be successful in their exams and the work environment.
3. A very active student association with strong ties to both industry and the accounting associations.

Weaknesses
1. It is very difficult to find academically qualified faculty. This is an area that most universities struggle with since the business environment is more lucrative than the academic environment.
2. Class sizes are very large.
3. No capstone course that will allow students to integrate the various disciplines in accounting and finance, i.e. tax, audit, financial accounting, management accounting, financial analysis. Students come out of the program technically proficient but less able to apply their knowledge to real world situations then would be desirable.
4. Writing abilities – there is not enough focus on the writing skills of the students. A large percentage of 4th year students have very weak writing abilities.
5. There exists a gap between introductory and advanced accounting courses. Analysis indicates that program goals are not being sufficiently reinforced following their introduction, leaving some students unprepared for advanced-level courses and unable to succeed in mastering program goals.

ECONOMICS & MANAGEMENT SCIENCE MAJOR
Strengths
1. The curriculum gives students proficiency in economic and statistical analysis which can apply in a broad range of private and public sector career opportunities.
2. The skills and talents of the faculty members. All of the RFA faculty have PhDs and all are publishing in international peer-reviewed academic journals.

Weaknesses
1. Insufficient hires to keep up with increased student load. The proportion of students taught by sessional faculty is increasing every year.
2. There is not a Department of Economics alumni organization.
3. Urgent need for more office space.
4. The Economics & Management Science course union has become defunct.

ENTREPRENEURSHIP MAJOR
Strengths
- The major is extraordinarily broad and diverse among entrepreneurship education programs in Canada. There is a great depth of experience, yet courses are continually adjusted and improved in line with changing environmental conditions and improved pedagogy.
- A market leader, the major enjoys a reputation among Canadian entrepreneurship programs as one of the largest, broadest, most innovative, and longest-running. Students continue to win awards in major international competitions.
- Faculty members are committed to teaching excellence and have been repeatedly recognized with prestigious teaching awards (e.g. USABE).
- Faculty members have many years of prior industry experience, which brings great practical relevance to the classroom. They maintain this experience through ongoing relationships with a wide variety of industry associations and partnerships
- The department culture encourages individual initiative and risk-taking. Among TRSM departments Entrepreneurship is noted for the extent and creativity of the student events, extra-curricular programs, and pedagogical innovations.
- The major has the first 5-year tenure of the new Loretta Rogers Research Chair. This gives an excellent base for increasing research expertise and productivity. The Research Chair is the Associate Editor of JSBM, one of the oldest and most respected journals in the entrepreneurship field.

- The Ryerson chapter of Students in Free Enterprise is among the largest and most active chapters in Canada.
- The department publishes the *Entrepreneurial Practice Review*, a peer-reviewed electronic journal that leverage's Ryerson reputation for academic knowledge that has practical value.

Weaknesses

- In the face of rapidly growing demand from students, both within TRSM and from other Faculties, the teaching capacity of the current complement is at full capacity.
- A significant portion of the faculty complement is recent hires without significant academic work experience or institutional knowledge; one third of the complement is probationary tenure-track. Much of the deep organizational knowledge of the department resides in a very few individuals, creating key-person dependencies.
- The department has made a disproportionately large contribution to serving in administrative positions. As a result teaching capacity issues are exacerbated and there is a reliance on Sessional instructors to meet teaching demand. In particular, the fourth-year strategy course is predominantly taught by Sessional instructors, some even lacking PhD degrees.

FINANCE MAJOR

- The main strengths of the Finance department include student interest, high faculty qualification level and geographical location.
- The main weaknesses include lack of funding for real-time access to financial databases and insufficient funding for research support. Students and graduates indicated to finance faculty that it would be greatly beneficial to have access to real-time databases such as Bloomberg or Reuters.
- Many opportunities for the Finance department stem from its strengths. High student demand may be met with greater choices of finance classes and greater detail of instruction in existing classes. Finance faculty members have adequate qualifications to introduce new classes in financial modeling, real estate finance, entrepreneurial finance, investment management, and corporate finance, which are current growth areas. Greater research output has been empirically shown to have positive relationship to better teaching, thus, finance faculty producing research papers and keeping up to date with current developments should improve student satisfaction and qualifications. Finally, there are endless opportunities in geographical proximity to Toronto Stock Exchange and the financial center of Canada, which is located 1.5 kilometers from Ted Rogers School of Management.

Challenges

- Every year the demand for the finance major and also for finance courses increase tremendously. In order to satisfy this demand and provide quality education there is a need to hire new faculty. A significant budget increase to buy databases is required to continue research productivity. Also needed is an increase in travel support for faculty to present their papers at academic conferences.

GLOBAL MANAGEMENT MAJOR

- The breath of globally oriented courses available to students is a clear strength as is the opportunity for students to develop a more in-depth understanding of business conditions in the major markets around the world.
- The current faculty complement is diverse and brings a range of academic and real world experience to the table. This is clearly a major strength.
- At present the department suffers from a lack of resources in terms of fulltime RFA faculty. This has hindered the ability to revise existing courses and introduce new electives. It has also resulted in larger class sizes than is deemed to be appropriate – particularly in upper level courses.
- There is also a clear need for the department to strengthen its commitment and engagement with its student association – the Ryerson Global Management Group.
- The current level of research output in the department is also viewed as inadequate as is the department's engagement with the wider business community.

HUMAN RESOURCES MANAGEMENT MAJOR

Strengths

A major strength is the breadth of the curriculum - all required HRPA courses for certification plus many OB courses and two minors (HRM and Organizational Leadership). The curriculum consistently receives positive evaluations by students and employers. The mode of delivery and evaluation of

student progress meet AACSB assurance of learning standards. Most faculty members are strong in both research and teaching. There is a strong student association.

Weaknesses

One major concern is that many students see HROB as something to transfer into if they can't make it in other majors, resulting in a large contingent of academically weak students. Another concern is the slow progress being experienced on the redesign of the T&D Certificate in CE. With respect to faculty, there is a small number with no significant SRC output, and several that are focused on service to the detriment of SRC. Attempts to increase the number of MBA students interested in HR have met with little success, resulting in limited chances for faculty to teach MBA courses due to lack of HR-focused students on the MBA program.

LAW & BUSINESS MAJOR

- With 5 out of 6 RFAs holding a doctorate, the department has one of the highest ratios of faculty with a terminal degree in law when compared to law departments in other universities. There is a core group of committed faculty members who have a deep appreciation for the ways in which law integrates with business. All faculty members are devoted to the expansion and growth of the program through student recruitment and curriculum development.
- There is also a strong, committed and engaged body of students who contribute to the development and improvement of the program.
- The Law and Business Student Association (LBSA) has been particularly active in the past two years in organizing professional and community-building events. The first case competition organized by the LBSA last year hosted lawyers and industry professionals who were extremely impressed with the students in the program.
- The rapid growth of the program attests to the attractiveness of the curriculum as well as the quality of the teaching in the program.
- One of the challenges the program faces currently is the development of partnerships and relationships with prospective employers. Understandably, the focus has so far been on program development, and the next task is to assist students with their career plans by identifying the industries and sectors where they may be employed. As part of this effort, an advisory board will be formed in the near future, which will assist the department in identifying employment opportunities for its graduates.

MARKETING MANAGEMENT MAJOR

Strengths

- The new curriculum is better able than the previous curriculum to meet the needs of business and industry in terms of the quantitative and IT skills expected of marketing graduates. In addition, the flexibility introduced into the curriculum allows marketing majors to pursue a more broad-based business education.
- There are more academically qualified faculty than previously with doctorates and research track records, along with professional business experience.
- An excellent student organization with a dedicated faculty advisor.

Weaknesses

- Insufficient hires to keep up with increased student load. The proportion of students taught by sessional faculty is increasing year over year. Although the sessional faculty members are excellent, it is difficult to sustain and improve a program based on contract teaching.
- Teaching load is high relative to TA support to sustain an active SRC program. Not only have class sizes increased, but also the TA support relative to those class sizes has decreased from 2009-10 to 2010-11. This results in pedagogical compromises that do not support the quality agenda of the university.
- Weak alumni organization. There has not been enough of a focus on developing an effective alumni organization.
- No Program Advisory Committee in place.

17. DEVELOPMENT PLAN

ACCOUNTING MAJOR
1. The School of Accounting and Finance has been approved by Senate and the Board of Governors. It will be required that students entering this School have two mathematics courses, one of which must be Calculus. There will be a review, in conjunction with the Finance department, of the core curriculum[5] to see if it can be strengthened since these students may be more mathematically competent than students accepted into TRSBM. In order to bridge the gap between introductory and advanced courses the possibility of introducing a first-year math course for accounting and finance students will be explored to better prepare students for advanced courses. In addition, the possibility of introducing a third intermediate accounting course to further improve upon this apparent weakness may be explored.
2. Work is being carried out with CGA Ontario to see if a Research Centre can be set up in the new School of Accounting and Finance in the areas of sustainability and Small and Medium Enterprises. This would give faculty more incentive for research and publication of work that will be useful for practitioners and associations.
3. At least one but probably two more PhDs are planned to be hired in order to support research and teaching needs.
4. The curriculum will be reviewed in order to ensure that the myriad of accounting and auditing changes due to the acceptance of International Standards by Canada will be taught effectively to the students.
5. It is planned to work with Finance to use synergies from the two disciplines to develop new courses and maybe new specialties that will make graduates more desirable in the workplace and make SAF the program of choice for high school students.
6. An Advisory council will be developed to ensure that the program stays ahead of the competition and also to help provide access to financial resources which will be needed to improve the School. programs.
7. More effective feedback will be provided in each of the years in the writing abilities of the students so that by the time that they get to 4th year they will be able to write a well-researched, coherent, grammatically correct report.

ECONOMICS & MANAGEMENT SCIENCE MAJOR
Over the next five years, developmental plans are:
1. To modify the EMS curriculum. The proposed new curriculum will put EMS students on an equal footing (in terms of required core courses) with those students in the BA in International Economics and Finance program. While the current curriculum is able to meet the needs of business and industry in terms of quantitative skills, the sequencing that courses are taken needs to be modified to better serve students. It is planned to start rolling out the revised curriculum in 2012.
2. To be awarded more tenure-stream hires and to attract academically qualified faculty with special skills in Financial Economics/Macroeconomics, Empirical International Trade, Empirical Industrial Organization, Public Finance, Empirical Labour and Development Economics
3. To lobby for more teaching and research assistance.
4. To ensure that current tenure-stream faculty members attain tenure.
5. To encourage faculty members to apply for and be successful in attaining SSHRC and other external funds.
6. To develop the Economics Students Union which will merge together the defunct EMS course union with the active ICON course union. Thus all students of economics will be part of the one union.
7. To develop a successful Department of Economics alumni association.
8. To change the Program Advisory Committee who provide advice about the future directions of the Department.

ENTREPRENEURSHIP MAJOR
The Entrepreneurship & Strategy department intends to pursue the following:
- Develop an interdisciplinary offering for science, technology, engineering, or mathematics students.

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[5] This curriculum review and modification was carried out and approved by Senate in 2012.

- Increase SRC productivity of faculty members.
- Revise existing or introduce new courses with emphasis on sales and fundraising.
- Enhance graduate-level program offerings.
- Develop a certificate-like offering in entrepreneurship.

FINANCE MAJOR

Curriculum: introduce 2 Financial Modelling courses and a Real Estate Finance Course in 2012; expand course selection in Investment Management, and Corporate Finance

Faculty: hire more faculty members with Ph.D. to meet student demand and to produce more research output. Also attend the Financial Management academic conferences and interview and hire the most qualified candidates with Ph. D and good research record.

Database: obtain various databases (CRSP, Compustat) in order to increase faculty research output and productivity. Also to get funds to buy Bloomberg database and install it in a Finance lab. Students and faculty will use this lab to obtain the latest financial news and statistics about the markets and the financial instruments.

Future: create a new School of Accounting and Finance to be housed in the Ted Rogers School of Management.

GLOBAL MANAGEMENT MAJOR

- Much of the curriculum development work has been completed since the department was formed almost three years ago.[6] Minor adjustments may still have to be made in certain areas in ongoing efforts to strengthen the program.
- Considerable work needs to be done to develop a research culture in the department. Several junior faculty members have recently joined the department and are being encouraged to develop their research agendas. The department continues to provide support for conference travel and the acquisition of globally-oriented databases. Efforts are being made to promote collaboration among faculty members. In addition, the department plans to bring in a number of high-profile researchers to conduct seminars and workshops for faculty members. New junior faculty positions will also contribute significantly to improvements in research output and quality. They will also have a major impact on reduction of class sizes.
- The department also needs to appoint a faculty advisor who is able to work consistently and closely with the student association. The group is new and has experienced success in a number of areas such as its participation in an international case competition and its recent international business etiquette workshop. The group has a number of plans which require support and guidance from the department.
- Going forward the department also plans to devote additional resources and attention to outreach and reputation building.

HUMAN RESOURCES MANAGEMENT MAJOR

The HR Department plans to:

1) position itself to be ready to apply for a PhD program (research output and graduate supervision);

2) increase the number of MBA students with an interest in the HR specialization;

3) increase the number of direct entry students; and

4) consider new courses in Global HR, HR for Entrepreneurs, Strategic HR and Quantitative Analysis for HR.

LAW & BUSINESS MAJOR

Given the rapid growth of the program, the department aims to recruit additional faculty in the near term, in order to reduce the reliance on sessional teaching. As department faculty retire, there is an immediate need to strategically hire new faculty with corresponding research interests.

The department plans to enhance its reputation and legitimacy within the business and legal communities. Awareness within these communities of the department and its activities should be increased, since it has only been recently formed. The department plans to enhance its reputation and

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[6] That is, three years prior to 2010.

legitimacy by capitalizing on its strong SRC achievements and its connections to these communities. These are some of the steps which will assist the department in meeting this goal:

1. Creation of an advisory board with high-level connections to both the business and the legal communities.
2. Development of an Alumni Association from the first few cohorts of the program.
3. Establishment of the department as a centre of legal research relevant to the business community by collaborating with the Ryerson Law Centre on research and events such as workshops.
4. Continue its participation in the TRSM MBA program.
5. Creating strategic partnerships with prospective employers of graduates: big firms and banks with compliance departments, marketing or business departments within large law firms, and possibly governmental agencies. Steps have already been taken in implementing this plan in collaboration with the new TRSM Career Development and Employment Partnerships Office.

MARKETING MANAGEMENT MAJOR
Over the next five years, the Marketing department plans to:

- continue the roll-out of its new curriculum
- be awarded more tenure-stream hires and to attract academically qualified faculty with special skills in business analytics
- lobby for a lower teaching load or more TA assistance
- ensure that current tenure-stream faculty members attain tenure
- encourage faculty members to apply for, and be successful at attaining, SSHRC and other external funds
- continue to support the RMA and develop a successful alumni association as part of the RMA
- set up a Program Advisory Committee to provide advice about the future directions of the Department

18. PEER REVIEW TEAM REPORT
Peer Review Team: Dr. Danny Cho, Professor and Associate Dean, Research & Graduate Programs, Faculty of Business, Brock University; Dr. Benoit Duguay, Director of Communications, CIFORT; Director of EMBA Program Cities and Metropolises; Professor, Department of Urban and Tourism Studies, UQAM

1. General Comments

The TRSBM is a well-functioning school – active in teaching/student learning, research, and service to the University and the general community. Many faculty members in the School pursue active scholarly agendas and links to the other units in the TRSM. Some individual faculty members collaborate with colleagues in other universities on research initiatives and outputs, thereby raising the profiles of both the School and the University. These efforts and attributes should be maintained and enhanced.

The PRT felt a great sense of leadership provided by the senior administration at Ryerson University, including the Dean of TRSM. Strong enthusiasm was also shown from the faculty, staff and students, for making the institution a better place through the 'can-do' approach and 'continuous improvement' way of thinking. The PRT also sensed a quite strong 'student-oriented' and 'experiential learning' focus embedded in the Business Management program curriculum.

The TRSBM's Self-Study Report was helpful as a starting point in understanding the developmental history, the academic quality, and the current status of each of the eight departments/majors in terms of strength and weakness as well as future development planning. In spite of these efforts, however, the involvement of faculty in generating the Self-Study Report appeared to be, for the most part, that of passive rather than of active participation. The Peer Review Team noted a lack of uniformity in Self-Study Report content between departments and majors; some topics are covered by a few departments/majors and not by others. This inconsistency increases the difficulty in providing a thorough evaluation of individual departments.

The PRT also noted the large number of Major majors (8) and Minor majors (9) offered by TRSBM. Given the lack of financial resources TRSBM may want to evaluate the pertinence of some Majors.

The PRT felt that the one-day site visit was not sufficient to review thoroughly all the majors in the TRSBM. The PRT especially felt that more time should have been allocated for meetings with the business students, faculty members and other stakeholders such as the library staff and the chairs from the other three schools in the Ted Rogers School of Management (TRSM).

2. Teaching and Student Learning

The vast majority of stakeholders agree that the TRSBM is very important to the vision and mission of TRSM. The PRT notes that TRSBM's academic operations (i.e., the education and learning environment it provides to its students) are very much consistent with its goals and objectives as stated in its Faculty Strategic Plan.

During its site visit, the PRT learned that the university had approved the formation of the School of Accounting and Finance, which is set to launch in September 2013. This new arrangement will allow prospective business students to enter directly to the first year accounting and finance programs whereas TRSBM will continue to offer accounting and finance majors in the second year. It is important for TRSBM to continuously monitor in the future the effects of this change on its academic operations.

At a meeting with the PRT, students expressed their opinions about TRSBM in general and the Bachelor of Commerce program in particular.

- Students appear to be pleased with the School as a whole and the program itself.
- The School's downtown location is a distinct advantage.
- Some students seem to feel that their school is well perceived by the business community whereas others do not.
- As part of the institution/school's efforts to improve its reputation, the students are willing to help by creating a 'Student Ambassadors' program.
- Students are enthused about the BUS 100 - Strategies for Success course and view it as a key element of their success.
- Students feel that the institution/school should provide mandatory training for new instructors on how to teach.
- Students like case competitions but would like to have a case preparation course.
- Students praise professors who encourage participation in class despite the large class sizes.
- Being commuters, students would like to have the opportunity to meet professors in a virtual setting.
- Students feel that co-op type programs are much needed.
- Students would like to make more positive input into the governance and decision making process at the Faculty level. They suggest a 'Facebook' approach for communication.

3. Effectiveness of TRSBM Programs

In evaluating teaching effectiveness and values of the programs the TRSBM offers, the PRT considered whether is there sufficient breadth and depth of education and whether the programs delivered by the TRSBM are thought to be effective and well-regarded by more advanced programs and/or employers.

Comments from other programs teaching TRSBM students indicate somewhat mixed responses. While most students in the Business Management program were perceived as enthusiastic and hard-working people, they seem to lack analytical and interpretive/communication skills. In terms of the effectiveness of the Business Management program as perceived by employers, in 2006 about 84% of the graduates from the Business Management program were employed in a field closely or somewhat related to their studies within two years. The PRT was not able to obtain any comments from actual employers since the Employer Survey is missing in the Self Study.[7]

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[7] Comment from ASC – As pointed out by the PRT, full employer surveys were not carried out. However, some majors did seek input from employers and this input is presented in the self-study. In some cases (GMS and Law and Business) such surveys were impossible as not students had yet graduated at the time of the self-study.

4. TRSBM Resources

Some large classes have 350-500 students. More resources may be required as most faculty members believe that teaching such a large class is not effective for student learning. However, the number of courses in the Business Management program that consist of these large class sizes is unclear to the PRT. When the PRT had a tour of the TRSM building during its site visit, typical classrooms had 60-90 seats. Such class sizes seem to be reasonable if most of the teaching is done in these classrooms.

The PRT noted that the BUS100 project has been under-resourced. The PRT also note that there are not sufficient resources available for advising the 2nd, 3rd and 4th year students.

Some finance faculty members pointed out that the School lacks financial databases. This is a challenge common to many business schools in Canada as the costs of subscribing to well-known financial databases have become prohibitive. The PRT learned that TRSM had recently obtained a corporate sponsor to cover the full cost of twelve Bloomberg terminals, which will be fully functional in the Fall of 2012.

TRSBM students uniformly and consistently emphasized the importance of and need for co-op opportunities for their career path. The PRT believes that the co-op major is a way of retaining and increasing the quality of incoming students to the TRSBM programs.

5. TRSBM Research

Most, if not all, faculty members in the TRSBM agree that Ryerson is a very open-minded, diverse place for scholarly research and creative activity. New faculty members are encouraged and financially supported by the Faculty and the Office of Research Services in their research endeavours. The research profile of the faculty in the TRSBM has been improving over the years; however, it still has room to grow; this varies from major to major. Many full-time faculty members have active research agendas and have shown research productivity through publications in peer-reviewed academic journals. A number of faculty members have been successful in obtaining external research funding. The PRT noted the lack of research collaboration between faculty members within the school, and the application rates for SSHRC, NSERC or other external funding seem to be low even though many faculty members are eligible.

6. Evaluations of Departments/Majors

The PRT noted a lack of uniformity in elements reported and by the depth of information supplied by each Department/Major.

i) Accounting

The PRT is concerned that:

- the vast majority of students from majors other than finance or accounting have significant problems with the accounting curriculum;
- the solution adopted to solve this problem, i.e. offering such courses in two different versions, did not succeed in resolving the problem;
- the accounting department does not appear to have a solution to address this problem;
- the accounting department reports that many students struggle in Cost Accounting and Audit and Tax courses because of weak foundational knowledge that should have been acquired in prior courses, yet the department does not seem to have identified the root cause of the problem or its solution; and
- results of a student survey indicate only low to moderate satisfaction with most aspects of the accounting major. The PRT is concerned by the 74% satisfaction level about the core curriculum and weak scores related to the use of technology (54-61%). The accounting major admits not having succeeded in introducing more computer usage in the courses but does not explain why.

ii) Economics & Management Science

Information supplied in the report is merely descriptive of the program; no critical evaluation is made.

- During the meeting with this department, the Chair did not report any problems.
- The Self Study states that "the EMS program is a unique program in Canada designed to meet the growing needs of industry and government for professionals with well-developed analytical and

model building skills" yet enrollment in that major is lower than in other majors and the number of degrees conferred has decreased between 2008-2009 and 2009-2010.

- The PRT believes that TRSBM management should evaluate the pertinence of this Major in the Bachelor of Commerce curriculum.

iii) Entrepreneurship

Entrepreneurship appears to be one of the most promising majors of TRSBM's programs.

- It is the largest department of its kind in Canada
- It enjoys a greater number of dedicated faculty members than comparable schools offering a similar program in Canada
- The department has ten active researchers who publish in peer-reviewed journals
- Graduates are highly satisfied with most aspects of the program, and areas that may be improved are being investigated
- The department seeks suggestions from students and implements them
- All previous goals appear to have been achieved

iv) Finance

In the Toronto region, Finance is without doubt the area with the most job opportunities; the intent to create a School of Accounting and Finance thus appears to be promising.

- The department appears to be doing well in that goals set in the previous evaluation, with respect to faculty and curriculum, have been achieved, a large majority of faculty members (11) hold a PhD degree and publish in peer-reviewed journals, and the curriculum has been updated and student retention rate improved as a result.
- Results of supplemental student surveys are not very detailed; although satisfactory, they reported 74% student satisfaction level regarding course range and content needs to be improved.
- The employer survey is not very extensive but reveals satisfaction with the knowledge and performance of graduates.
- The lack of availability of databases is an issue that is currently being resolved.

v) Management Studies

The Global Management major was introduced in 2009 and thus was not included in the previous program review. While some results of a student survey are acceptable others appear to be disturbingly low on important issues.

- 61% of students surveyed would choose the global management major again
- 61% were optimistic about their chances of finding a job in the field of global management
- 59% noted that they were "very satisfied" or "satisfied" with the sequencing of the course

vi) Human Resources Management

The department produced a very thorough report of previous goals completion. While the majority of these goals have been achieved some show either only slow progress or have been abandoned altogether. Student survey results reported are very general; they do not feature student satisfaction about the program and an employer survey was not presented; the report only featured a favourable endorsement from a human resources professionals association.

vii) Law and Business

The Law and Business major was introduced in 2009 and thus was not included in the previous program review. This department presented an extensive review of the program curriculum; however, the review is descriptive rather than critical in nature.

- Enrollment in this Major is lower than in other Majors and it has not yet conferred any degrees.[8]
- Faculty members were involved in research and publishing in specialized peer reviewed journals in the United States.
- The student survey featured only a very small size sample (19), most of participants being in their 1st and 2nd year; the department stated that results have limited significance. Results range from weak to medium-high: satisfaction with the content and structure of the curriculum (73%-84%), the

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[8] As of 2012 – i.e., three years after program launch.

opportunity to apply knowledge to real life situations (63%), the extent to which course materials reflect current issues in the business world (89%), and the ability to apply knowledge from one course in another course (84%).

viii) Marketing Management
This department presented an extensive review of the program curriculum; however, it is descriptive rather than critical in nature.

- In a 2007 student survey, four competencies were identified, but exact scores on these competencies are not mentioned. An analysis of variance indicates change from 1st to 4th year, but again the exact scores were not mentioned.
- In-depth interviews confirmed that the marketing curriculum was light and thus needed to be more demanding.
- The marketing curriculum had recently been extensively reviewed, something for which the students are not adequately prepared, especially in terms of database analysis.
- Results of a 2010 student survey indicate that 85% of students are satisfied with what they have learned about business; such a score is to be interpreted as "normal" rather than "high". However, two important aspects are weak in terms of student satisfaction: the feeling of being included (51%) and career preparation to meet the challenges of the world (48%). With respect to the latter, the department stated that this may be a reflection of the tough economic times and lack of confidence about being able to land a job; the PRT believes that this conclusion is not supported by any evidence and is fundamentally wrong.
- Two aspects of support services are problematic, despite the relatively high percentage of students having responded that these issues were not applicable: internship opportunities (16%) and international exchange opportunities (18%).
- Student satisfaction with respect to program structure range from very weak to normal; the lowest was the aability to switch majors (24%) and the highest the ability to apply knowledge from one course in another course (84%). Basically, the students would like a more flexible curriculum. With respect to knowledge and skill acquired, student satisfaction ranged from 49% to 86%.

7. Strengths of TRSBM
The esprit de corps prevailing throughout TRSBM's faculty, students and employees is most certainly its greatest asset. The pride demonstrated by all people interviewed and their dynamism are something that need to be preserved and nurtured. TRSBM has a good vision/mission and has a clear understanding of its mandate and future plans for continuous improvement. TRSBM is a very open-minded, diverse place for faculty research and student learning. Its faculty members are encouraged to do collaborative and/or interdisciplinary research and its faculty and students actively engage in student learning through various experiential learning tools/activities.

BUS 100 (Strategy for Success) for the first year TRSBM students has been a great success. TRSBM students believe that they are receiving great academic education and real life learning experience from the Business Management program. Resources have been committed for student learning/career matters (e.g. new Career Centre, Bloomberg terminals, etc.). TRSBM along with the Office of Research Services provides new faculty members with good research support. The current administrative structure for the Business Management program seems to be working well through the TRSBM Council, the School's Sub-Committee, and various departmental committees.

8. Weaknesses
Lack of financial resources on teaching (i.e., large class size) is certainly the most important weakness, as it negatively impacts faculty recruiting and communication efforts amongst others. Image/reputation by employers in some industries with the school possibly perceived as being weak. A detailed employer survey by industry and major should be conducted before any action may be undertaken.

There are insufficient co-op opportunities for TRSBM students. Academic advising efforts by TRSBM and the University focusing the first year students seem to be adequate. However, lack of such efforts clearly exists for upper level senior students, i.e., 2nd, 3rd and 4th year students. Currently, there seem to be no clear metrics to measure student learning outcomes. As an AACSB accredited business school,

TRSM will be required to develop appropriate rubrics and begin measuring student learning outcomes on the regular basis for the Assurance of Learning (AOL) purposes as part of its on-going AACSB maintenance process. Acquisition of IT skills by TRSBM students in the Business Management program seems to be quite important, but is insufficient.

The School needs to improve research support for existing faculty members who are active in research, but have had difficulty in acquiring external (i.e., Tri-council) research funding. There may be insufficient knowledge and skills by many teaching assistants (TAs) as they are mostly undergraduate students (due to unavailability of many master's level students).

9. PRT Recommendations

Recommendation 1: *In preparing a self-study report for future academic review, a more integrative approach and coordinated efforts between departments/majors should be required in order to maintain uniformity in its content.*

Recommendation 2: *The TRSBM, TRSM and the University (i.e., University Marketing & Communication Department) should form a task force for planning and overseeing the marketing and promotional efforts of the School. The University should allocate some of its marketing budget to this particular initiative.*

Recommendation 3: *A formal survey should be performed throughout the business community to measure TRSBM's image/reputation both in terms of perception (positive or negative) and level of visibility;*

- *Action should be taken to improve the weaker aspect or aspects of TRSBM's image, if any, within industries most closely linked with TRSBM's.*
- *Communication efforts, both through personal contact and the mass media, should be undertaken to raise awareness about the TRSBM and the benefits for businesses to hire students graduating from this school.*

Recommendation 4: *The School should form a "Student Ambassador" group, which consists of highly motivated senior business students. Having had proper leadership and communication training, they can reach out the business community and the community in general and promote the school's interest and reputation.*

Recommendation 5: *Each department in TRSBM should continue revising its strategic objectives on a regular basis which are consistent with the TRSM Strategic Plan.*

Recommendation 6: *The School should form a task force to discuss and come up with a plan to expand its co-op education/opportunity for the TRSBM students.*

Recommendation 7: *The School should put more resources for running BUS100.*

Recommendation 8: *The School should develop a detailed academic advising initiative/plan for upper level (i.e., 2nd, 3rd and 4th) business students.*

Recommendation 9: *In view of TRSBM's limited financial resources, available funds should be invested in the most promising Majors; and some thought should be given to re-evaluate the pertinence of the following three Majors:*

- *Economics and Management Science, whose enrollment is lower and whose number of degrees conferred decreased between 2008-2009 and 2009-2010;*
- *Global Management Studies whose level of student satisfaction ranges from low to average;[9]*
- *Law and Business, whose enrollment is lower than other Majors' and which has not conferred any degrees yet. Also, some thought should be given to the employment opportunities of students graduating in that Major when faced with students graduating from law schools.[10]*

Recommendation 10: *The TRSBM Departments should improve their research profiles by initiating and encouraging intra-departmental research collaboration and through a regular research seminar series and/or a one-day workshop.*

Recommendation 11: *Members of the TRSBM Departments should be encouraged to apply regularly for SSHRC or NSERC funding and/or research funding from other sources.*

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[9] It must be noted that no students has yet graduated from this program at the time of the PRT site visit.

[10] It must be noted that no students has yet graduated from this program at the time of the PRT site visit.

Recommendation 12: *The TRSM Dean in consultation with the Associate Dean of Research & Graduate Programs and the Department Chairs should award a limited number of 'Faculty Research Seed Grants' annually on a competitive basis.*

Recommendation 13: *The TRSM, the TRSBM and the Entrepreneurship Department should jointly develop a plan to acquire a Canada Research Chair (Tier II) and/or sponsored Research Chair position in Entrepreneurship and begin making necessary investment for this plan.*

Recommendation 14: *The TRSM Dean should form a "Student Advisory Board" to the Dean.*

19. TRSBM RESPONSE TO THE PEER REVIEW TEAM REPORT[11]

Given the current structure and governance of the School of Business Management (SBM) the response to the Peer Review Team (PRT) Report has been prepared collaboratively by the Associate Dean for Academic Undergraduate Programs Ted Rogers School of Management (TRSM) and by the eight SBM program Chairs. Having reviewed the report submitted by Professors Cho and Duguay there is support for many of the positive observations of the peer review team. These reflect the core values of TRSM and help differentiate our programs and approach to business education. Of particular note are the following observations of the peer review team:

• The 'esprit de corps' prevailing throughout TRSBM's faculty, students and employees is most certainly its greatest asset.
• TRSBM is a very open-minded, diverse place for faculty research and student learning.
• TRSBM students believe that they are receiving great academic education and real life learning experience
• Specific strengths acknowledged such as: creation of a career centre; BUS100; research seed grants

The report also outlines a number of weaknesses which are generally known within SBM. There are initiatives underway to address some of these. The major issues identified by the peer review team included:

• The need to monitor the effectiveness of large class sizes (250-500 range)
• The need for increased co-op opportunities for students
• The need to increase research support and to increase success rate of faculty in tri-council research competitions

The PRT made 14 recommendations in six areas. Given the time sequence of the report, the PRT visit and this response there are several initiatives that have addressed some of these recommendations while other recommendations continue to be considered for action or longer term implementation

Recommendations 2 and 3- related to the need for investment in marketing and reputational research. These programs have received initial support from the TRSM Dean. Expertise in this area has been hired for the Faculty and initiatives are underway to address the issues related to marketing and communications. By extension, the SBM will be integral to these initiatives as the largest school and the cornerstone of the business programs.

Recommendations 10, 11 and 12 which address the need for focus on research collaboration, grant applications and support for faculty SRC have all been discussed with the Associate Dean Research and Graduate Programs and initiatives are underway to fulfill the development of a stronger research culture within TRSBM. Specifically research plans are being written and implemented and seed funding and incentive programs for research are part of on-going discussions. The recommendation to pursue a Canada Research Chair has been undertaken, although not in the area of Entrepreneurship but rather in Big Data. This is also an area of strength across TRSM that has been leveraged for growth potential.

Within the recommendations for teaching and student learning, as noted BUS100 is a valued strength of the SBM programs; reflecting the commitment to student success. The value of BUS100 was also highlighted by the review team for AACSB accreditation. Additional resources have been allocated to this course and its integration within the SBM curriculum continues to evolve. In addition discussions related to expanding co-op streams into TRSBM have begun and a decision will be made soon on how

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[11] This response to the PRT report was prepared in Winter 2014.

this should proceed. The newly created School of Accounting and Finance (under development at the time of the PRT visit) is particularly interested in pursuing co-op opportunities. What does require further attention is recommendation 8 – the plan for greater upper level academic advising. The scale of SBM with an annual intake of over 1500 students (22% of the Ryerson first year intake in 2014) as well as direct entry and transfer students in upper years requires solutions for academic advising beyond the norm. The importance of an initiative for expanded advising is recognized and will continue to be pursued. Re-structuring in the Student Achievement Office for TRSBM has greatly enhanced the first year experience and provides the framework for further development.

TRSM has built a reputation for being extremely student centered and taking the lead within the university on such matters as supporting the Ryerson Commerce Society as a central voice for all business students. Its over-sight of 28 student associations within TRSM, many of which are housed in TRSBM or have SBM students involved, is integral to the student experience. With TRSBM representing approximately 7000 students the challenges of engaging all students and ensuring that their voices are heard is an on-going priority for the school. The ideas of Student Ambassadors and a Student Advisory Board are taken in the spirit for which they are intended by the peer review team. To some extent existing student structures provide the types of reputational and advocacy outcomes suggested in the report. The need for TRSBM to continue to improve in these areas is acknowledged.

Recommendations 1 and 9 speak to a much broader conversation about how the School of Business Management is currently structured and governed. It is the view of the Associate Dean that recommendation 9 is both pre-mature in its assessment of the three programs and also lacking enough background information to assess the viability of any of the eight (now six, following creation of the School of Accounting and Finance) SBM majors. That being said it is recognized that limited resources and a School structure that may have been effective when the number of programs were fewer and there were half the number of students must be addressed in any forward planning for the School of Business Management. The Chairs' responses follow, substantiating the relevance and future value of each program as well as addressing some of the concerns raised by the Peer Review Team.

Accounting and Finance Majors Response (now School of Accounting and Finance)
By way of clarification the final cohorts of Accounting and Finance Majors within SBM entered second year in fall of 2013 and the first year cohort in fall of 2013 entered into the newly created School of Accounting and Finance. It appears that the team misunderstood the new School of Accounting and Finance as there is reference to prospective students entering the first year of the new program while TRSBM will continue to offer the major in the second year. The major in TRSBM is not being offered.

The review team was concerned about the fact that so many of the students from majors and schools other than Accounting and Finance had significant problems with the Accounting curriculum. They also state that the remedy of offering one accounting course for the Accounting and Finance majors and a different one for the rest of the students did not appear to address the success problem. The fact that the pass rate had improved for those students might not have been evident at the time of the review. However, the pass rate for these other students increased by about 9% when the courses were split. Teaching from a user rather than a preparer perspective made the course much easier to understand for most students.

There are other things that can be done to improve the usefulness and success rate for the introductory level accounting courses for students outside the Accounting or Finance majors. Now that the Accounting major is no longer in TRSBM, the course can be moved to second or third year when students have a better understanding of business and have a greater level of maturity to deal with Accounting issues.

It was planned to propose a change in the introductory level financial and management accounting courses to make them even more useful for other students. However, discussion of suggestions was postponed when the Accounting department thought that the overall core curriculum for TSBM was going to be reconfigured. TRSBM has been discussing a change in core curriculum for several years. This was put on hold for several reasons and now is the time for the curriculum to be thoroughly

reviewed. The Accounting department is anxious to suggest changes to the accounting courses that will make these courses even more relevant for students.

The reviewers note that many Accounting students struggle with advanced Cost, Audit and Tax courses due to weak foundational knowledge but that the root cause or its solution has not identified. The Accounting department had done extensive reviews of the problem. The consensus was that the students did not have good enough problem solving and math skills to really be successful in the introductory courses and this exacerbated the problem in the advanced level courses.

Part of the solution was to have a School of Accounting and Finance with different entrance requirements than the School of Business Management. By requiring two Mathematics with higher averages, the students would have the math knowledge and the problem solving skills. An Academic Standing Variation (ASV) in the introductory Accounting, QMS and introductory Finance courses was also introduced. Students are required to receive a C+ in these courses or will be required to repeat the course. This should ensure that the students have the basic knowledge levels before moving to more complex courses.

The reviewers also mention the fact that a number of students are not happy with the curriculum. The curriculum was driven by the requirements of the various Accounting bodies. Students often thought that they wanted to become professional accountants and often only realized that this may not be suited to their strengths only when they had reached 3rd or 4th year. At that time if they had not done well in the intermediate level accounting courses they found the courses in 4th particularly difficult. Further the majority of students started their Accounting education with the view that they wanted to become Chartered Accountants (CA). However, due to the small number of auditing firms and their requirements, the students found it difficult to find a job and were thus very discouraged. Also, the various Accounting bodies required certain marks in the courses that they required students achieve in order to be able to join their association and write the exams for their designation. If a student was not able to achieve that mark, this path was closed to them and this discouraged many of them. Given TRSBM's course requirements to obtain a major many students completed the Accounting major, not because they saw a future in accounting but because they did not want to have to spend many more years in TRSBM taking another major. If there had been a general BComm they could have obtained without taking more Accounting courses, many students would have taken this major and been much more satisfied.

The Accounting department has always tried to ensure that the students in the Accounting major would meet all the requirements for any one of the three Accounting designations, Chartered Accountant (CA), Certified General Accountant (CGA), and Certified Management Accountant (CMA). With the new School of Accounting and Finance there was a process of changing the curriculum to ensure that the students were even better prepared than they had been in the past. However, the three Accounting bodies are merging into one professional body, Chartered Professional Accountant (CPA). The educational requirements are changing and as a result, the program will be re-reviewed to meet their requirements. The School is going to try and ensure that the program can be accredited by CPA Ontario so that students can get exemption from as many exams in the professional program as possible

Department of Economics Response
The Department of Economics is part of the Faculty of Arts and is fully funded by that faculty. No funding is received from TRSM to run the Economics and Management Science major. The costs of running the Economics and Management Science major borne by TRSBM is small; some due to advertising and some administrative support that is given to all students in the TRSBM programs. The enrollment in the Economics and Management Science major is lower than other majors. This is in part due to the fact that the Department of Economics offers two programs; namely a Bachelor of Commerce in Business Management (Economics and Management Science major) program and a Bachelor of Arts in International Economics and Finance program. Although Ryerson University does not have a formal double major program, these programs can be thought of as double majors; an Economics core + Business Management in the former program and an Economics core + International Economics/Finance in the latter program. Although individually these programs have a small total enrollment, the combined

enrollment in both programs is almost 600 students (and growing) which is respectable. The numbers graduating with the Economics and Management Science major has always fluctuated around the mid-twenties.

While the "number of degrees conferred decreased between 2008-2009 and 2009-2010", it rose again by 2012. The Economics and Management Science major has been promoted more than ever in the last couple of years and up to 50 students are expected to graduate this year.

These programs attract different kinds of students. These two programs offer economics students different paths to take as they pursue a Bachelor's degree. Students who take the Bachelor of Commerce in Business Management (Economics and Management Science major) program tend to be interested in working as an economist in business and find employment in general business and government, in places such as Rogers Communications, Sears Canada, Toronto Transit Commission, Greater Toronto Airport Authority and PepsiCo Canada. Students who take the Bachelor of Arts in International Economics and Finance program tend to be more interested in the international trade or finance and find employment in financial services and government, in places such as RBC, CIBC, BMO, TD Bank, Ministry of Finance and the Treasury Board.

In 2013, there are almost 400 enrolled in the BA. Once the new two-term first year mathematics course are in place, more first years will be retained and it is expected that the numbers enrolled in the BA will grow to 500 over the next 3-4 years (125 admitted per year). Over the same time period it is hoped that the EMS major will grow to 300 enrollments (with help from TRSM). Thus by 2017-18 it is hoped that there will be 750-800 enrollments in Economics programs.

Entrepreneurship & Strategy Response
With regard to BUS100, it is agreed that this course has been an important contribution to the success of students in the SBM program, and thereby to student engagement and retention strategies. Given this important function, it is critical that this course be resourced appropriately and be positioned effectively in the SBM curriculum. With ever-increasing SBM enrollment levels it is important that resourcing of this course keep pace - both through TAGA support and through the challenge of managing instructor workloads. The value of this course is highly dependent on when in their studies students take it, and therefore that it should not be allowed to be deferred to late in the program.

With regard to the entrepreneurship major, minor, and service courses, this represents an area of tremendous strength and potential for TRSM, and a significant market differentiator for Ryerson University - one which has been insufficiently leveraged in the past. TRSM has a depth of faculty expertise in this area that is far ahead of other Canadian universities. But many opportunities for growing this area languish for lack of resources and delivery capacity. And other universities have awoken to the demand for such programs and are actively encroaching on Ryerson's lead. Continued under investment in this growing area may lead to the loss or significant erosion of Ryerson's current best differentiator in business education.

With regard to a potential Canada Research Chair in entrepreneurship, a previous attempt to pitch for a joint Canada Research Chair with Science was unsuccessful, and it would be worthwhile to take a deeper understanding of why this happened and the degree to which TRSM can be more effective in future.

Global Management Studies Response
The Department thanks the PRT for taking the time to review its major. The Department fundamentally disagrees with the assessment and find Recommendation #9 to be both surprising and short sighted. The PRT's recommendation seems to be based on the responses of 51 students who participated in the student satisfaction survey. This survey indicated that 61% of those interviewed would choose the major again and that a similar percentage was optimistic about finding work in the field of global management. The Department does not believe that these numbers call into question the major's relevance. The Department is of the view that it is indeed difficult to question the relevance of a global management education at a time when international events are having such a profound impact on all facets of

business. Business leaders and policy makers in Canada and abroad readily acknowledge that competition is now global and that future economic prosperity is critically dependent on the ability of companies to engage markets around the world. Unfortunately this is not well understood by the program review team.

The survey undertaken did not attempt to uncover the factors driving the statistic noted above. It is quite possible that the metric merely reflects a lack of understanding of the possible career paths open to graduates of the major and a certain level of anxiety on the part of students about their job prospects after graduation. When compared to accounting, marketing and finance, global management is a much more "heterogeneous" discipline. It is, therefore, quite understandable that students will experience a greater level of anxiety over their job prospects given that career choices are not strictly defined. Additional research needs to be done but it is believed that this anxiety and apprehension is at the heart of the survey responses noted above. This proposition seems reasonable given that enrollment in the major remains robust (now standing at some 690 students) and the Department has not seen any diminution in the demand for the courses offered.

The Department has already begun to take a number of steps to better communicate the opportunities open to students who have elected to enroll in the major. These include:
- working with the career center to mount a series of in-class presentations which map out alternative career paths open to global management majors. These in-class presentations will be undertaken beginning in the Winter 2014 semester and will target students who are taking their first courses in the major and those who are just about to graduate.
- working with the Ryerson Global Management Group (RGMG) and the career center to engage alumni to speak to current students about the job market and the benefits of the major. An industry evening is also being planned for the first quarter of 2014 to allow students to meet representatives from a range of companies who have shown an interest in hiring graduates.

In response to market demand the Department is also renewing its focus on global supply chain management. This is an area that offers tremendous opportunities for graduates. There is a plan to increase the number and range of courses in this area as well as pursue opportunities for graduates to earn a professional designation through the Supply Chain Management Association of Ontario. The Department has one approved RFA hire in global supply chain management but additional full time faculty members will be needed to build the teaching and research capabilities in this area.

The Department is taking concrete steps to better communicate the benefits of the major and the wide range of opportunities that exist for its graduates. The Department is not particularly alarmed by the result that 61% of students surveyed would choose the major again and that a similar percentage was optimistic about finding work in the field of global management as it is believed that this is more related to students' anxiety about their career options. There is optimism that the steps being taken will improve this metric going forward.

Human Resources and Organizational Behaviour Management Response
There is agreement with the necessity of continuously monitoring the future effects of the creation of the SAF might have on TRSBM's academic operation especially on curriculum issues. This is also true of the anticipated creation of the Faculty Council. Regarding large classes of 250 or 300, it is unclear if the Peer Review Team are aware that in the case of the HR/OB department (and maybe others), classes of this size also have a breakout component of either 1 or 2 hours that has between 25 and 30 students, during which they get to do a lot of applied/experiential learning.

Regarding the comment that stated that the Chair of the HR department (at that time) said that the acquisition of IT skills is not HR related, the department disagrees with that comment and emphasizes that there is a course in HR information systems that is quite popular.

Regarding the report's comment on the HR department, the major has grown significantly during the last two years to the point of where the goal of a 10% growth in enrolment has been met. For example, the number of full-time HR majors in Fall 2012 was 574. In Fall 2013 this jumped to 650 and in Winter

2014 stands at 698, an increase of 22% in less than 2 years. In terms of the other comment regarding the plan to have every faculty member in the department act as a mentor for each HR major, there have been a couple of initiatives that are in place currently that are relevant to this issue. For the past two years, one faculty member has created a mentoring program for 3rd and 4th year students that match them with alumni of the HR major. At this point in time there are 25 alumni, many of whom mentor 2 or more students. Additionally, the HR department, in conjunction with the Centre for Labour-Management Relations and the Careers and Employer Partnerships Centre within TRSM, has just launched this month (January 2014), an initiative that showcases HR students to over 115 employers.

Law and Business Response
Since the time of the external visit the major has had a few years of graduates, with increasing numbers. One hundred students are expected to graduate with a major in law & business at the end of the 2013-2014 academic year, indicating that the major is growing in popularity and viability. The department is working diligently to secure employment opportunities and career options for graduates, with the assistance of TRSM's dedicated Career Centre as well as the newly formed Law & Business Alumni Association. Graduates do not compete with law school students within the legal profession. Rather, with their Bachelor of Commerce degree and their knowledge of the legal environment of business, graduates are well suited for public sector regulatory positions, and private sector positions in growing areas such as corporate social responsibility and compliance. The law & business major is a unique program that differentiates TRSM and the School of Business Management from other business programs across Canada, and allows its students to stand out in an increasingly competitive employment market.

Marketing Management Response
In 2007, the Marketing Department collected alumni / business contact primary data in order to determine what curricular changes would provide Marketing students an optimized skill set for today's business environment. As correctly noted by the peer review team, the curriculum appeared to be 'light' and not sufficiently numerically, statistically or technologically oriented. Further, in 2009, 3rd and 4th year students, who were completing their degrees under the department's old curriculum were also surveyed. This data also tended to support a need for increased numeracy skills in marketing. As a result of the 2007 and 2009 data, the Department underwent a significant programme revision whereby a number of new required courses were introduced to alleviate this deficit, including:
Marketing 300: Marketing Metrics and Analysis: providing students with state of the art metrics, numerical and analytic tools using EXCEL and SPSS spreadsheets, dashboards and other decision making-analytical tools.
Marketing 400: Understanding Consumers and the New Media: providing students with social sciences theories and analytics to understand traditional and online consumer behaviour in today's diverse marketplace
Marketing 510: Innovations in Marketing: providing an opportunity for analysis of current trends, metrics issues and analytics in the contemporary marketplace.
Marketing 700: Business Intelligence and Decision Modelling: providing a rigorous, quantitative metrics skill set for students including relational databases, data preparation, data analysis, predictive modelling, spreadsheets, modeling techniques including linear and logistic regression, decision trees, neural analysis, customer clustering, and relating this information back to business decisions.

In addition, a number of other elective marketing courses, (e.g. MKT 731) also heavily concentrating on metrics, numeracy and analysis were also developed. The Department fully expects that now that the new numeracy-oriented curriculum has been implemented, the results pertaining to rigor and usefulness for job preparation will show significant improvement. The Department is also beginning the process of another curriculum review and will respond to unmet needs, once any such trends are identified.

Unfortunately, because of the rigorous and critical nature of each of the courses in the new curriculum in terms of providing students with required numeracy skills, it is unlikely that curricular flexibility can be addressed by the Department in the immediate future. This issue will be considered for future curricular modifications.

In terms of improving feelings of 'being included', the Ryerson Marketing Association, Ryerson University Marketing Alumni Association, as well as multiple other marketing groups have been actively encouraging student participation in activities. Smaller class sizes and a specific cohort structure could also increase feelings of inclusion for the students. The Department will continue to support and consider these activities and issues and also look for new opportunities for inclusion of marketing students in the future. Ryerson is a 'commuter' school, in the sense that most students do not live on campus, but instead, live in various areas in the GTA. Because of this fact, the likeliness of students staying on campus after their classes to participate in inclusionary events is reduced compared to more 'residential' universities.

Finally, with respect to ability to switch majors (only 24% were satisfied however 68% of respondents stated that the question was not applicable), this issue represents a broader TRSM issue and, as such, must be addressed at the School rather than Department level. The issue of internships and international exchange opportunities are likewise most appropriately addressed at the School level as the Department does not have the resources to invest in such opportunities at this time.

In Summary
The report of the Peer Review Team is respectfully received by the School of Business Management. It is noted that their observations both positive and those recommending change highlight the complexity of SBM. At the individual department level the Chairs have responded to their individual challenges and opportunities which are often unique and require more substantive discussion than can be expected from this review process. However there are over-riding issues that SBM has identified as priorities for the future. These would include –
- The need to review the academic structure of the School of Business Management and propose a structure more appropriate to meeting the needs of the size and complexity of a school that intakes over 20% of the annual first year intake of the entire University.
- Aligned with the academic structure review is the need to review the governance model for SBM within TRSM. The PRT pays little attention to the role of SBM as the cornerstone of the Bachelor of Commerce degrees within TRSM.
- Also aligned with the structure and governance review is the need to engage in a comprehensive review of the foundational curriculum for the Bachelor of Commerce degree.
- In addition SBM recognizes the need to undertake these reviews in the context of the need for increasing productivity in SRC.

20. DEAN'S RESPONSE
The Dean acknowledges the work of the Peer Review Team (PRT) in assessing the very complex entity that is the Ted Rogers School of Business Management (TRSBM), and providing a thoughtful and considered report. The Dean also recognizes the Program Chairs of the Ted Rogers School of Business Management who have provided a Periodic Program Review that reflects the scope and scale of the school, and the diversity of challenges and opportunities that exist for each of the departments. The Chairs' responses to the Peer Review Team Report have been considered and provide important insights for a new Dean in understanding TRSBM, and assessing the recommendations of both the self-study report and the recommendations of the PRT.

As reflected in the self-study report, TRSBM is comprised of eight unique majors (now six); each offering a Bachelor of Commerce degree but at varying degrees of development in their programs. Since the writing of the self-study report and the peer review team report many of the issues raised within the self-reflection and the recommendations made by each department have been addressed. The departmental self-study recommendations and subsequent responses to the PRT have been well considered. Given the implementation of some of the recommendations, and the growth of newer program majors, some of the peer review concerns have been addressed over time. For the purpose of this response, the Dean turned to the broader issues in TRSBM.

The Dean concurs with the PRT that TRSBM has accomplished a great deal since the prior program review. Most notably in the areas of student centricity; development of unique academic programs; the commitment to career support for students; and the overall health of a strong and vibrant undergraduate

business school. TRSBM has established an important position in the highly competitive business school environment with career focused programs based on experiential learning.

The Dean also agrees that there is opportunity for improvement and the issues raised by the PRT in terms of limited resources for the size of school; number of full time faculty; class size increases; limited marketing support and an evolving research culture, without a full graduate program to support it, are all areas that should be addressed. Where most business schools build their reputation and strength from their MBA programs, TRSBM has been the cornerstone for the Faculty. Continuous and significant growth in TRSBM student enrollments has provided strong financial growth for the university both through the day programs, and through the continuing education enrollments. It has, however, pushed our capacity to challenge students given a focus on quantity rather than quality. Many of the PRT recommendations speak to these issues. Rather than speak to the specific recommendations that were covered in the program response, the Dean responds to the clusters of recommendations and more directly to the future actions TRSBM is undertaking, or plans to undertake.

Recommendation on Non-Academic Issues
While this commentary is directed at the structure of the report, it is considered reflective of the overall need to review the structure of the TRSBM programs and after a period of exponential growth, to determine whether the singular school structure is still functional. With the recent revisions to Policy 45 the Faculty is undertaking a review of governance to address some of the underlying issues in such a large school and Faculty. In addition, the academic and curriculum structure has been tabled for review as a key recommendation from the program review. Due to the structure and inter-connectivity of the curriculum across TRSM this will involve the other schools within the Faculty.

Recommendations on Reputation
The recommendations for developing marketing expertise; reputational benchmarking; and student ambassadors are all under consideration and are recognized as important issues to be addressed for the future of the TRSM. Some initial actions have been taken to invest in marketing expertise and programs, but these are relatively insignificant compared to the investment made by other GTA schools (Rotman and Schulich) and the Colleges. An overall strategy and plan for reputation building will be undertaken in the coming year.

Recommendations on Teaching and Student Learning
With respect to the recommendations presented by the PRT and the work that TRSBM continues to undertake as part of its recently acquired AACSB accreditation, it is acknowledged that continued improvements in academic planning and advising are extremely important. As with all programs, the access to resources to support such initiatives need to be evaluated and plans are underway to do so. Specifically to the recommendation for co-operative streams in the programs, an assessment is underway and proposal is in development.

Recommendation on Academic Majors
It is appreciated that the PRT would consider the need to assess the allocation of limited resources in a school that has grown as large as TRSBM. However, the strength of TRSBM has been its responsiveness to societal need and opportunity, and both the creation of a Law and Business major and the conversion of general management to Global Management Studies were developed in this context. With the ability to reflect since their creation, they have evolved into important majors within TRSBM. Discussions with the Faculty of Arts, where the Economics and Management Science major is housed, to understand how best to position this program for the future will be part of the overall review of curriculum and academic structures referred to previously.

Recommendations on Research
It is acknowledged that the cultivation of a research culture is a process that takes time and resources. The various recommendations made by the reviewers are being considered along with other initiatives and priorities for building a vibrant SRC environment for a business faculty that is consistent with Ryerson's culture. Building a vibrant research culture in TRSBM and across the Faculty will be a core pillar in TRSM's academic plan.

Recommendation on Governance
It is the view of TRSBM and the Faculty the matters of governance must be addressed beyond that of student representation. Respectfully, the PRT was not asked to review the School of Business Management in the broader context of the sister schools and TRSM. Currently, a process is underway to work through Policy 45 to address the governance needs of TRSM for the future. Given TRSM's student-centric culture, student input will be important in any recommendation made in this regard.

In Summary
The TRSBM Periodic Program Review and Peer Review Team Report provided the Dean with valuable insight into understanding the specific challenges and opportunities that must be addressed in the next few years. There are several recommendations that have been, or will be, acted upon. In light of the new Academic Plan, that will be prepared in 2014, the Dean sees this as a critical time to bring together the future of TRSBM within the context of the entire Faculty.

21. ASC EVALUATION
The Academic Standards Committee's assessment of the Periodic Program Review of the Ted Rogers School of Business Management, Bachelor of Commerce, indicated five recommendations to be addressed in a follow-up report:
1) Create active advisory councils for all majors within TRSBM (as well as for Accounting and Finance even though these are no longer part of the SBM program cluster).
2) Complete employer surveys for the current version (i.e., 2014) of all the TRSBM majors (as well as for Accounting and Finance).
3) Develop learning outcome statements for all majors within SBM (as well as for Accounting and Finance). These learning outcomes will lay the foundation for a full UUDLEs analysis of the majors going forward. The Office of the Vice Provost Academic can provide assistance with drafting learning outcome statements.
4) The next TRSBM (and Accounting and Finance) PPR will be in 2018, not 2022. The current self-study dates from 2010, therefore 2018 for the next review is more appropriate.
5) As governance structures within TRSBM evolve, some thought should be given as to how future Periodic Program Reviews will be structured and managed in order to fully engage all the majors in the process.

22. FOLLOW-UP REPORT
In keeping with usual practice, the follow-up report which addresses the recommendations stated in the ASC Evaluation Section is to be submitted to the Dean of the Ted Rogers School of Management and the Provost and Vice President Academic by the end of June, 2015.

Recommendation
Having satisfied itself of the merit of this proposal, ASC recommends:
That Senate approve the Periodic Program Review of the Ted Rogers School of Business Management, Bachelor of Commerce

B. CERTIFICATE IN PUBLIC RELATIONS: REVISIONS

PROPOSED REVISIONS:
1. Change the name for CDPR 201 from Public Relations Principles I to Public Relations Principles. Using the numerical sequence in the course title is no longer needed. The course will be issued the course code CDPR 100.
2. CDPR 201 Public Relations Principles I is designated as a degree and certificate credit course equivalent to BDC 917- Public Relations. The undergraduate course code has changed so a change is being requested to the degree credit equivalency for the new course CDPR 100 to RTA 917.
3. Move CDPR 104 from the elective list to the required course list, making the number of required courses equals to five and aligning the prerequisites.

4. Change the hours for CDPR 114 from 39 to 19.5. The course will be issued the code CDPR 110.

The proposed course sequence and prerequisite realignment will help students expeditiously plan the most appropriate course of study for them. The Required Courses cover the fundamental principles and skills of public relations practice. Elective Group A courses cover the application of those principles and skills in key practice areas. Elective Group B courses are advanced explorations of current issues, concerning principles and skills, and their application, in public relations practice.

Both the Required Course and Elective Group A courses are recognized by the Canadian Public Relations Society as appropriate core courses for public relations certificate programs. The Program's prerequisite course, CDPR 100 - Public Relations Principles covers the principles and standards of practice of the field as well as the areas of practice. Moreover, the CDPR 100 content forms the basis of the written exam in the Accreditation program of the Canadian Public Relations Society.

CDPR 114: Reputation Management, an elective course, was developed as a full credit course, based on the assumption that this topic reflected a new practice area. But subsequent experience of the Coordinator in the classroom with working students revealed that they were more interested in an advanced consideration of practice issues flowing from their studies in CDPR 100: Public Relations Principles. Consequently, it would be most appropriate to change the status of this course to that of a half-credit, 19.5 hours. This course will be part of Elective Group B. The course will be issued the code CDPR 110.

CURRENT CERTIFICATE
Eight full credits are required for a certificate in public relations.

Required Courses	Prerequisite(s)
CDPR 105 Public Relations: Research and Program Evaluation	CDPR 104, CDPR 111, and CDPR 201
CDPR 107 Public Relations: Public Relations Project	CDPR 111 and CDPR 201
CDPR 111 Public Relations: Writing for Public Relations	CDPR 201
CDPR 201 Public Relations: Public Relations Principles I	

Electives (four 39-hour courses or equivalent combination of electives = 156 hours)
39-Hour Courses

	Prerequisite
CDPR 104 Public Relations: Planning Programming and Budgeting	CDPR 201
CDPR 106 Public Relations: Media Relations	CDPR 201
CDPR 108 Public Relations: Social Media in Public Relations	CDPR 201
CDPR 113 Public Relations: Internal Communications Management	CDPR 201
CDPR 114 Public Relations: Reputation Management	CDPR 201

19.5-Hour Courses
Students may substitute any two of the following 19.5-hour courses for any of the above 39-hour electives.

	Prerequisite(s)
CDPR 102 Public Relations: Business Presentations	CDPR 201
CDPR 103 Public Relations: Advanced PR Writing	CDPR 201 and CDPR 111
CDPR 115 Public Relations: Corporate Social Responsibility	CDPR 201

REVISED CERTIFICATE
Eight full credits are required for a certificate in public relations.

Required Courses

	Prerequisite
CDPR 100 Public Relation: Public Relations Principles	
CDPR 104 Public Relations: Planning, Budgeting & Programming	CDPR 100
CDPR 105 Public Relations: Research & Evaluation	CDPR 100
CDPR 111 Public Relations: Writing for Public Relations	CDPR 100

CDPR 107 Public Relations: Public Relations Project   7 full credits, or simultaneously with the seventh full credit, and Departmental permission from the Academic Coordinator

CDPR 100 is a full-credit course and the foundation course for public relations practice. All students must complete this course before proceeding to any other course in the Public Relations Certificate Program. It is recommended that students complete the required courses first, with the exception of CDPR 107, which must be completed as the very last course so that students establish a foundation of knowledge about public relations practice.

Students may take CDPR111, CDPR 104, and CDPR 105 in the same semester as credits toward the Public Relations Certificate. These courses focus on the fundamental principles and skills required in all areas of public relations practice.

Electives (three 39-hour courses or equivalent combination of electives = 108 hours)

Group A Electives:
These full-credit courses cover the applications of the fundamental principles and skills of public relations in key practice areas.

	Prerequisite
CDPR 106 Public Relations: Media Relations	CDPR 100
CDPR 108 Public Relations: Social Media	CDPR 100
CDPR 113 Public Relations: Internal Communications Management	CDPR 100

Group B Electives:
These half-credit courses are advanced explorations of current issues, concerning principles and skills, and their application, in public relations practice. Students may substitute two of the following 19.5-hour courses for any of the above 39-hour electives.

	Prerequisite(s)
CDPR 102 Public Relations: Business Presentations	CDPR 100
CDPR 103 Public Relations: Advanced PR Writing	CDPR 100 and CDPR 111
CDPR 110 Public Relations: Reputation Management	CDPR 100
CDPR 115 Public Relations: Corporate Social Responsibility	CDPR 100

Recommendation
Having satisfied itself of the merit of this proposal, ASC recommends:
That Senate approve the Certificate in Public Relations: Revisions

C. CERTIFICATE IN FINANCIAL MANAGEMENT IN CANADA: DISCONTINUATION

In 2007, the Government of Ontario and Government of Canada granted funding to Ryerson University for the development of programs to assist immigrant accountants and finance professionals to bridge to licensure and employment in Ontario. The need for this Certificate in Canadian Financial Management emerged from The Chang School's International Accounting and Finance Professionals (IAFP) program experience during the first year of development and implementation of the two bridging program streams in accounting and financial services. The Certificate was designed to serve individuals associated with both streams. It was designed to provide a flexible means for these individuals to get a suitable credential from a Canadian institution that would attest to their professional practice and professional communication competencies. This was expected to be a crucial first step in gaining employment at a level commensurate with their qualifications and experience. Accordingly, the Certificate in Canadian Financial Management addressed the needs of immigrant accounting and finance professionals, who required a Canada-specific knowledge base and professional communication competencies in order to present themselves effectively to employers and to practice confidently.

Certificate Registration: Fall 2009-Winter 2014

From the Fall of 2009 to the Winter of 2014, during those five years fifty (50) students registered in the Certificate; of those fifty (50), fifteen (15) graduated; seven (7) never enrolled in a course; sixteen (16) are not currently enrolled in courses; and finally, there are twelve (12) students currently actively enrolled in the Certificate. Over the five year period, Certificate students enrolled in a total of one hundred and sixty-eight (168) courses.

The discontinuation of the Certificate will not affect negatively the International Accounting and Finance Professionals (IAFP) Program as we are assured by the School of Accounting and Finance that the accounting and finance courses currently in the Certificate will continue to be offered to meet the accreditation requirements of regulatory accounting bodies. Students currently registered in the Certificate will have no challenges completing the Certificate and shall be advised of its discontinuation.

Graduation Requirements

This certificate requires the successful completion of 6-10 courses including a minimum of four professional courses, as approved by the program manager and outlined in the student's academic plan.

Certificate Structure

Certificate in Financial Management in Canada requires the successful completion of six to ten courses, as approved by the program manager and outlined in the student's academic plan, according to the following categories: Professional Courses (at least four selections), and Workplace Culture and Professional Communication.

Professional Courses

These professional courses are designed to provide students with necessary skills in accounting, finance, and management.

CACC 110 **Accounting:** Financial Accounting for Accounting Majors
CACC 410 **Accounting:** Management Accounting for Accounting Majors
CACC 414 **Accounting:** Intermediate Accounting I
CACC 504 **Accounting:** Accounting Cases and Concepts I
CACC 514 **Accounting:** Intermediate Accounting II
CACC 521 **Accounting:** Auditing
CACC 522 **Accounting:** Taxation for Managers and Financial Planners
CACC 621 **Accounting:** Internal Auditing
CACC 742 **Accounting:** Canadian Business Taxation I
CACC 842 **Accounting:** Canadian Business Taxation II
CECN 104 **Economics:** Introductory Microeconomics
CECN 204 **Economics:** Introductory Macroeconomics
CECN 506 **Economics:** Money and Banking
CFIN 300 **Finance:** Managerial Finance I
CFIN 401 **Finance:** Managerial Finance II
CFIN 501 **Finance:** Investment Analysis
CFIN 502 **Finance:** Personal Financial Planning
CFIN 512 **Finance:** Risk Management and Insurance
CFIN 601 **Finance:** Derivatives
CFIN 612 **Finance:** Retirement and Estate Planning
CFIN 812 **Finance:** Advanced Personal Financial Planning
CGMS 200 **Global Management:** Introduction to Global Management
CGMS 401 **Global Management:** Operations Management
CITM 102 **Information Technology Management:** Business Information Systems I
CITM 595 **Information Technology Management:** Auditing of Information Systems
CITM 696 **Information Technology Management:** Accounting Information Systems
CLAW 122 **Law:** Business Law
CLAW 603 **Law:** Advanced Business Law
CMHR 405 **Human Resources:** Organizational Behaviour and Interpersonal Skills
CMHR 523 **Human Resources:** Human Resources Management
CMKT 100 **Marketing:** Principles of Marketing
CQMS 102 **Quantitative Methods:** Business Statistics I
CQMS 202 **Quantitative Methods:** Business Statistics II
Notes:
Those taking CACC 742 may opt to take supplemental course CZAC 740.

Those taking CACC 842 may opt to take supplemental course CZAC 840.
Those taking CLAW 603 may opt to take supplemental course CZAC 640.

Workplace Culture and Professional Communication Courses

The Canadian Workplace Communication for IPs will determine the appropriate CDCE and CCMN courses and the Director of English as an Additional Language (EAL) will determine the appropriate COEN and CLNG courses.

CCMN 114 **Communication:** Short Management Reports
CCMN 124 **Communication:** Communication in BTM
CCMN 279 **Communication:** Introduction to Professional Communication
CCMN 304 **Communication:** Career Advancement Communication
CCMN 314 **Communication:** Professional Presentations
CDCE 210 **Workplace Communication in Canada (WCC):** Introduction to Canadian Workplace Culture and Communication
CDCE 220 **Workplace Communication in Canada (WCC):** Interpersonal Communication in the Workplace
CDCE 240 **Workplace Communication in Canada (WCC):** Organizational Practices in Canada
CDCE 310 **Workplace Communication in Canada (WCC):** Formal and Informal Communication in the Workplace
CDCE 320 **Workplace Communication in Canada (WCC):** Advanced Customer Focused Applications
CDCE 330 **Workplace Communication in Canada (WCC):** Effective Persuasion and Public Speaking
CDCE 400 **Workplace Communication in Canada (WCC):** Exploring Leadership Skills
CDCE 410 **Workplace Communication in Canada (WCC):** Canadian Workplace Governance
CDCE 420 **Workplace Communication in Canada (WCC):** Strategic Working Relationships
CDCE 430 **Workplace Communication in Canada (WCC):** Leadership in Client Relations
CDCE 440 **Workplace Communication in Canada (WCC):** Team Building
CDCE 910 **Workplace Communication in Canada (WCC):** Effective Oral Communication
CDCE 920 **Workplace Communication in Canada (WCC):** Canadian Workplace Etiquette

Any COEN and/or CLNG course(s), as deemed appropriate by the Director of EAL.

Recommendation

Having satisfied itself of the merit of this proposal, ASC recommends:
That Senate approve the Certificate in Financial Management in Canada: Discontinuation

D. PROJECT MANAGEMENT BRIDGING CERTIFICATE FOR INTERNATIONALLY EDUCATED PROFESSIONALS (PMBCIEP): REVISIONS

This Certificate was initially developed to serve internationally educated professionals participating in the project that was funded by the Ministry of Citizenship and Immigration of Ontario (MCI) and the Federal Government (CIC) and formally called: Middle Level Managers with Technical Background Bridging Program (MLM-bridging program). The initial pilot funding was given for the period of December 2011 to November 30th, 2014. To date, there have been 5 cohorts with a total of 118 students enrolled in the certificate

Recently, the MLM-bridging program funding has been renewed by MCI for two more years starting December 1st, 2014 and ending in November 30th, 2016. Five more cohorts are planned under the current and renewed MCI-funding.

The rationale for the proposed revisions is based on certificate program sustainability requirements, learner-market needs as identified by Chang School research (Appendix C of the full proposal), and key stakeholders consultation and input. Surveys with selected segments in the Ontario Engineering sector indicated that interpersonal skills, project management, report writing and presentations were the highest rated skills and competencies for professional development and career advancement. In addition, surveys with current Certificate alumni indicated that curriculum on project management software was highly desired.

The proposed revisions to the existing project management bridging certificate for internationally educated professionals were identified through:

i) an extensive survey of Ontario Engineering sector professional associations' members[12] conducted by The Chang School;

ii) consultations with the Faculty of Science and Faculty of Engineering and Architectural Science;

iii) Curriculum and Program Advisory Council (November 2013) of this certificate;

iv) working sessions with an extended team consisting of a Chang School-FEAS-FoS-OACETT Curriculum Committee;

v) tri-decanal consultation (FEAS, FoS and The Chang School); and

vi) surveys and focus groups with Certificate (PMBCIEP) graduates.

Recommendation 1: Addition of seven (7) new courses.

It is recommended that the current Certificate's required courses list, from which a selection of 6 courses must be taken, be extended to include seven (7) new courses and the Certificate be structured into Required and Elective categories. The total number of required courses to graduate would remain at six; however, the flexibility in course choice to meet the identified professional development needs of internationally educated professionals and other technical professionals in Ontario would be significantly augmented.

Taken together, the updated certificate program will deliver professional development opportunities for professionals with technical backgrounds (engineers, scientists, technologists and technicians) at all stages in their careers. With augmented certificate program flexibility, participants will select six from the thirteen (13) courses that best meet their employer's and their own needs. This level of customization and flexibility in learning will enable participants to:

i) acquire non-technical competencies;

ii) fulfill specific personal learning needs; and

iii) earn a valued credential, the certificate's participants can complete their pathways of choice to ensure career advancement, career portability and career longevity.

CURRENT CERTIFICATE CURRICULUM AND STRUCTURE

Required Courses (6)

CKPM 202 Fundamentals of Project Management

CKPM 211 Leadership in Project Management

CKPM 212 Project Cost and Procurement

CDCE 400 Exploring Leadership Skills

CCMN 432 Communication in the Engineering

CKPM 216 Project Management Internship

Electives (0)

No electives available

PROPOSED CERTIFICATE CURRICULUM AND STRUCTURE

Required Core Course

CKPM202 Fundamentals of Project Management

Project Management Electives (Select 3)

CKPM 211 Leadership in Project Management

CKPM 212 Project Cost and Procurement

CKPM 216 Project Management Internship

CKPM 207 Project Management Systems (New)

CKPM 123 Strategic Project Management for Technical Professionals (New)

CKPM 456 Enterprise Project Management for Technical Professionals (New)

Electives (Select 2)

CDCE 400 Exploring Leadership Skills *OR* CMHR 640 Leadership

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[12] OACETT, PEO and OSPE

CCMN432 Communication in the Engineering Profession
CDCE 910 Effective Oral Communications (New)
CMHR 405 Organizational Behaviour and Interpersonal Skills
CMHR 650 Management of Change

It is recommended that learners take CKPM 202 Fundamentals of Project Management before any other project management course. The two electives may be taken in any order. More than one course may be taken in any semester. The proposed changes would be implemented in Fall 2014.

Graduation Requirement
To graduate, certificate candidates need to successfully complete six (6) of the courses included in the revised certificate program as indicated above.

Recommendation 2: Modification of Certificate Admission Requirements
Presently, the admission requirement to the MLM-bridging program serves as the admission criteria to the Certificate (PMBCIEP), *bearing in mind that this bridging program admission criteria includes the academic requirement of an undergraduate bachelor's degree.*

However, in order to capture those existing and long-standing engineering sector-related and other technical professionals (e.g., technologists and technicians) who now seek to enhance their existing professional work experience, it is recommended to modify the academic admission requirements for the Certificate (PMBCIEP) program in order to facilitate their access to the revised certificate program and academic curriculum.

It will be understood that, with the extension of the MLM-bridging program, the current admission requirements to that bridging program as prescribed by MCI shall (and must as a condition of continued funding) be retained. The admission criteria to the MLM-bridging program (which The Chang School carries out in collaboration with Skills for Change, a community-based immigrant and employment services agency) are as follows:

Current Admissions Requirements to the Project Management Bridging Certificate for Internationally Educated Professionals (PMBCIEP)
An admission application is required for this program. A pre-approval process will be conducted by the program manager, including an orientation/information session, a one-on-one interview, and a language assessment. Eligible applicants must have completed an undergraduate degree, and have a minimum of two years of professional experience in a related field. They must also:

Be an accepted and registered participant in the Gateway for International Professionals' Middle-level Managers with Technical Background Bridging Program (MLM)
AND
Be a legal resident of Ontario at the time of application, and be eligible to work in Canada
AND
Have resided in Canada for no more than 10 years
AND
Be an internationally educated professional in a suitable technical discipline
AND
Demonstrate English language proficiency through any of Ryerson University's approved English language proficiency test scores

Proposed Admissions Requirements to the Project Management Bridging Certificate for Internationally Educated Professionals (PMBCIEP)
An admission application is required for this program. A pre-approval process will be conducted by the program manager, including an orientation/information session, a one-on-one interview, and a language assessment. Eligible applicants must have completed an undergraduate degree, and have a minimum of two years of professional experience in a related field. They must also:

Be an accepted and registered participant in the Gateway for International Professionals' Middle-level Managers with Technical Background Bridging Program (MLM)
AND
Be a legal resident of Ontario at the time of application, and be eligible to work in Canada
AND
Have resided in Canada for no more than 10 years
AND
Be an internationally educated professional in a suitable technical discipline
AND
Demonstrate English language proficiency through any of Ryerson University's approved English language proficiency test scores

OR

OSSD with six Grade 12 U or M credits, or equivalent is required; persons lacking some of these requirements will be considered on an individual basis taking into account work-related experience and maturity. (Note: These admission requirements are identical to those for the Certificate in project management, given the substantive similarity to the project management certificate curriculum)

Recommendation 3: Proposed Certificate Name Change
Revise the name of the "Project Management Bridging Certificate for Internationally Educated Professionals" (PMBCIEP) title to Certificate in: **"Project Management for Technical Professionals".**

Given that the revised certificate curriculum now reflects course selection flexibility that includes non-technical skill-building capacity for professionals in the technical sectors; and that the admissions requirements have been broadened to include continuing education students, it is suggested that the name of the certificate reflect the broader target audience.

Recommendation
Having satisfied itself of the merit of this proposal, ASC recommends:
That Senate approve the Project Management Bridging Certificate for Internationally Educated Professionals (PMBCIEP): Revisions

E. CERTIFICATE IN PHYSICAL ACTIVITY – ASSESSMENT AND PROMOTION: ADDITION OF A REQUIRED COURSE

The Certificate in Physical Activity: Assessment and Promotion is an important response to growing controversies and opportunities that arise from the current body weight trends in Canada and around the world. In addition, physical activity has become an important part of chronic disease management, at both the individual and population level. This certificate provides an interdisciplinary approach and the critical physical activity knowledge and hands-on skill sets for food and nutrition professionals and dietetic practitioners who want to further enhance their instructional and community-based practices. The aim of the certificate is to provide food and nutrition professionals with the best practice of physical activity interventions for clients, as well as proven population health interventions that have mobilized communities.

Graduates of The Chang School's Physical Activity: Assessment and Promotion Certificate have very recently been approved as candidates to write the Certified Personal Trainer® (CPT) exam by the Canadian Society for Exercise Physiology (CSEP). The Ryerson Certificate offers the necessary academic background with specific course requirements for individuals to be eligible to write the theoretical and practical portions of the CPT exam. The CPT-certification allows CSEP-CPT "to

administer the CSEP-PATH to healthy populations, develop and implement a tailored physical activity, fitness and lifestyle plan."[13] (CSEP, 2013).

Current Certificate Required Courses
CFNA 100   Physical Activity**:** Health and Physical Activity
CFNA 201   Physical Activity: Lifestyle and Fitness Assessment
CFNA 202   Physical Activity: Physical Activity and the Environment
CFNA 300   Physical Activity: Nutrition and Physical Activity
CFNA 301   Physical Activity: Exercise Intervention
CPLN 303   Physical Activity: Exercise Science and Physiology

Note: CVPA 301 Anatomy Module (a 25 hour non-credit course) has been strongly recommended to students in the Certificate and has been offered for many semesters.

Proposed Change
Recommend addition of CVPA 200 Anatomy certificate-credit 30 hour course to the Physical Activity Certificate as a required course. The CVPA 200 course will be offered in Fall 2014 and be updated from the CVPA 301 Anatomy Module that is currently offered through The Chang School.

CVPA 301 Anatomy Course Description
In this course, the essentials of anatomy are presented, including an overview of the organization and structure of the body. Systems are examined with particular attention to skeletal and muscular organization as this applies to physical activity. (30 hours)

Proposed Revised Certificate Required Courses

CFNA 100   Physical Activity**:** Health and Physical Activity
CFNA 201   Physical Activity: Lifestyle and Fitness Assessment
CFNA 202   Physical Activity: Physical Activity and the Environment
CFNA 300   Physical Activity: Nutrition and Physical Activity
CFNA 301   Physical Activity: Exercise Intervention
CPLN 303   Physical Activity: Exercise Science and Physiology

ADD: CVPA 200 Physical Activity: Anatomy Course

Recommendation
Having satisfied itself of the merit of this proposal, ASC recommends:
That Senate approve the Certificate in Physical Activity: Assessment and Promotion – Addition of a Required Course

F. CERTIFICATE IN ARCHITECTURE: ADDITION AND DELETION OF ELECTIVE COURSES

The following courses hold both degree and certificate status:
CKDA 602 Digital Architecture: Digital Architectural Modeling
CKDA 603 Digital Architecture: Digital Architectural Rendering I

These courses were deemed to have degree credit based on being recognized as part of the Professional Elective pool in the Bachelor of Architectural Science program. Since these courses are no longer part of the undergraduate program and are not recognized as part of the Professional Elective pool, they can no longer be deemed to have equivalent degree credit status. Therefore the CKDA 602 and CKDA 603 codes are being deleted.

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[13] **C**anadian Society for Exercise Physiology (2013). CSEP Certified Personal Trainer® (CSEP-CPT). Retrieved http://www.csep.ca/english/view.asp?x=738

The following new certificate credit course codes are being added:
CKDA 610 Digital Architecture: Digital Architectural Modeling
CKDA 611 Digital Architecture: Digital Architectural Rendering I

As a result of these changes the requirements for the Certificate in Architecture will need to be amended as follows:

Current Certificate
Required Courses
CKAR 103 Architecture: Architectural Studio - Fundamental
CKAR 205 Architecture: Building Codes and Regulations
CKAR 300 Architecture: Architectural Drawing
CKAR 310 Architecture: Materials and Methods

Electives (select two)
CENT 500 Entrepreneurship: New Venture Startup
CKAR 203 Architecture: Specifications and Contractual Documents
CKAR 204 Architecture: Cost Estimating and Control
CKAR 209 Architecture: Digital Graphics for Architecture and Design
CKAR 210 Architecture: Toronto: An Architectural History
CKAR 500 Architecture: Sustainable Buildings
CKAR 605 Architectural Preservation and Conservation: Comprehensive Seminar/Project
CKDA 602 Digital Architecture: Digital Architectural Modelling
CKDA 603 Digital Architecture: Digital Architectural Rendering I
CKLA 400 Landscape Design: Ecology and Sustainable Landscapes
CKLA 410 Landscape Design: Horticultural Science
CKPM 202 Project Management: Fundamentals of Project Management
CKPM 213 Project Management: Management of Projects in the AEC
CKPM 214 Project Management: Project Development and Control

Revised Certificate
Required Courses
CKAR 103 Architecture: Architectural Studio - Fundamental
CKAR 205 Architecture: Building Codes and Regulations
CKAR 300 Architecture: Architectural Drawing
CKAR 310 Architecture: Materials and Methods

Electives (select two)
CENT 500 Entrepreneurship: New Venture Startup
CKAR 203 Architecture: Specifications and Contractual Documents
CKAR 204 Architecture: Cost Estimating and Control
CKAR 209 Architecture: Digital Graphics for Architecture and Design
CKAR 210 Architecture: Toronto: An Architectural History
CKAR 500 Architecture: Sustainable Buildings
CKAR 605 Architectural Preservation and Conservation: Comprehensive Seminar/Project
CKDA610 Digital Architecture: Digital Architectural Modelling - new
CKDA 611 Digital Architecture: Digital Architectural Rendering I - new
CKLA 400 Landscape Design: Ecology and Sustainable Landscapes
CKLA 410 Landscape Design: Horticultural Science
CKPM 202 Project Management: Fundamentals of Project Management
CKPM 213 Project Management: Management of Projects in the AEC
CKPM 214 Project Management: Project Development and Control

Recommendation
Having satisfied itself of the merit of this proposal, ASC recommends:
That Senate approve the Certificate in Architecture: Addition and Deletion of Elective Courses

Respectfully Submitted,

Chris Evans, Chair for the Committee

ASC Members:
Charmaine Hack, Registrar
John Turtle, Secretary of Senate
Chris Evans, Vice-Chair and Vice Provost Academic
Denise O'Neil Green, Assistant Vice President/Vice Provost, Equity, Diversity and Inclusion
Andrew Hunter, Faculty of Arts, Philosophy
Neil Tomlinson, Faculty of Arts, Politics
Ian Baitz, Faculty of Communication and Design, Graphic Communications Management
Jean Bruce, Faculty of Communication & Design, Image Arts
Mary Sharpe, Faculty of Community Services, Midwifery
Nick Bellissimo, Faculty of Community Services, Nutrition
Medhat Shehata, Faculty of Engineering and Architectural Science, Civil Engineering
Colin Ripley, Faculty of Engineering and Architectural Science, Architecture
Vadim Bostan, Faculty of Science, Chemistry & Biology
Kelly McKay, Ted Rogers School of Management, Hospitality & Tourism
Naomi Eichenlaub, Library
Des Glynn, Chang School of Continuing Education

Ryerson University

**Program Proposal Brief
of the
Professional Master's Diploma
in
Energy and Innovation**

**Submitted to the
Ontario Universities Council on Quality Assurance**

April 17, 2014

Table of Contents

Academic Coordination Committee Members

Committee Members

- Alex Ferworn (Chair), Director, Professional Graduate Diplomas, member of the Yeates School's Programs and Planning Committee, Yeates School of Graduate Studies
- Bala Venkatesh, Director, Centre for Urban Energy and Professor, Electrical and Computer Engineering
- Katerina Belazelkoska, Interim Program Director, Professional Master's Diplomas (ex-officio member)
- Anne-Marie Brinsmead (ex-officio member)
- Phil Walsh, Ryerson University
- Sean Conway, Ryerson University
- Bin Wu, Ryerson University
- Gary Thompson, Supervisor, Distributed Generation, Toronto Hydro-Electric Systems Limited
- Bob Singh, Manager, Assets, Hydro One Inc.
- Jenni Myllynen, Ontario Power Authority

1.0   INTRODUCTION

Description of the Proposed Diploma

The Professional Master's Diploma in Energy is intended to provide participants with the knowledge and skills required to function competently as officers, administrators, technicians, analysts, etc. in the field of Energy. Those wishing to seek external certification in Energy should be well advanced along this path as well. In addition to providing diverse, meaningful and lucrative career options to participants, the diploma program addresses recognized and pressing needs within the public and private sectors, for individuals qualified in these areas to assume a variety of operational, administrative and managerial roles. Representative job titles might include energy analyst, energy policy advisor and energy manager.

The PMD in Energy and Innovation requires 4 core courses and a Final Diploma Project
1. Smart Grids – Electricity, Petroleum, Infrastructure (new)
This course introduces the concept or promise of smart grids.
2. Demand Management and Conservation (new, complements CKEI 110)
This course shall describe various methods for peak demand reduction and conserving energy.
3. Energy Storage and Use (new)
This course shall survey and describe new and promising technologies for energy storage.
4. Electricity Markets (new)
Energy business is driven by economics and this course shall discuss various forms of electric energy and their economic characteristics for electricity sector.
5. Final Diploma Project

1.1 Near-term Development

A staged deployment of the diploma will most effectively meet the educational needs of participants while recognizing the resource limitations within Ryerson. We will leverage the talent and expertise of exceptional, non-academic practitioners for course rollout per semester. The curriculum discussed in this proposed diploma will be developed with the following roll-out planned for in class offerings.

- First Course: Fall 2014
- Second Course: Winter 2014
- Third Course: Winter 2014
- Fourth Course: Spring/Summer 2015
- Final Diploma Project: Spring/Summer 2015

As authorized, fully on-line versions should be available approximately twelve months after each in-class launch. The course entitled Smart Grids must be taken first. To ensure that both course content and delivery meet Ryerson's high standards, respected senior practitioners from the sector will be consulted regarding course development and content. In addition, guest lecturers with specific expertise will be sought, as appropriate, providing not only a change of pace and deep insight, but networking opportunities as well.

1.2 Longer-term Development

In the longer term, as new emerging knowledge becomes available and is added to the program, we anticipate maintaining curricular competency in this rapidly changing field by engaging in wide consultation with expert practitioners, business enterprise leaders and participants/alumni and by taking advantage of the nexus of curriculum, research and students that this diploma program will be able to provide. These longer-term development plans include the introduction of related topics, including big data computing for smart grids, IT for smart grids, specific energy storage solutions, etc.

This proposed PMD covers a vital area of professional knowledge and expertise required by private and public sector organizations in the 21st century. The proposed diploma satisfies the goals and learning outcomes for those professionals within organizations who are responsible for developing, managing, using energy and innovation in this sector.

The program continues the Ryerson tradition of combining the theoretical, technical and practical to provide participants with a broad, and where necessary, deep knowledge of the subject matter, as well as a real-world understanding of its application, legal and social contexts, economics and organizational impact. Furthermore, it addresses key topic areas of significant interest to the business community and legislators in a strongly interdisciplinary fashion, providing many opportunities for joint projects, research and the cross pollination of ideas.

1.3 Rationale

Our energy supply and delivery has changed in the last twenty years, in both the electricity and transportation sectors. New tools and solutions have emerged during these years which mandate that this sector's workforce is trained in these new tools and solutions. These include renewables, energy storage, change in power systems from regulated to deregulated operations, smart grids, etc.
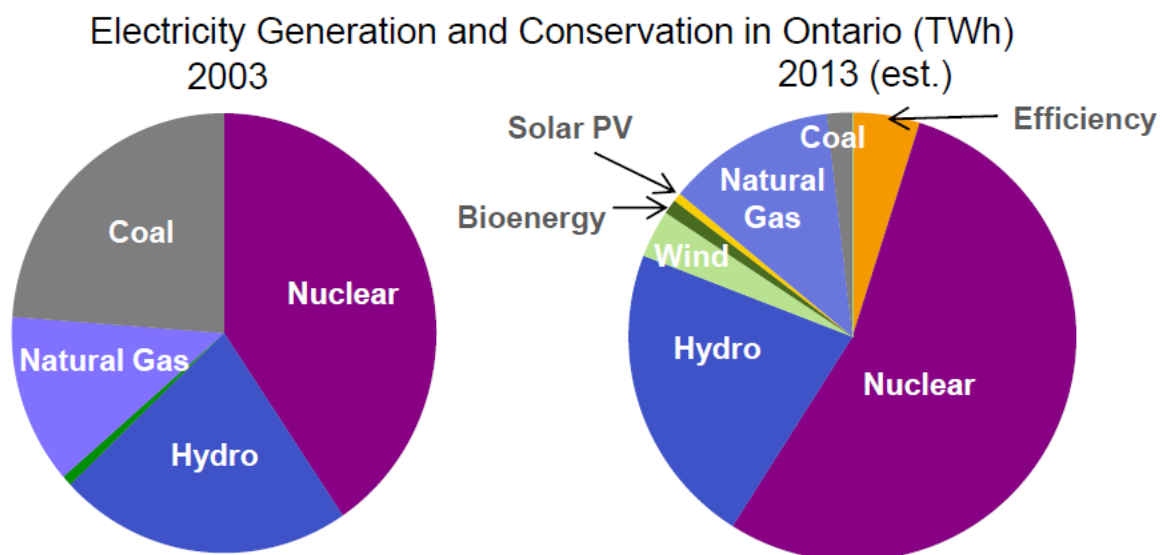

Fig. 1   Ontario's Generation Mix: Courtesy: Ontario Ministry of Energy

Fig. 1 clearly shows how the energy supply to the province is changing and shall continue to change in the next decade. This transformation is enabled through a variety of strategies such as adoption of renewables, use of new storage solutions, etc. All of this involves investment of tens of billions of dollars and the training of new manpower.

Key new technologies include: renewables, energy storage, conservation, transmission systems, generation systems, distribution systems, demand management, energy policy, energy innovation, etc. This program is geared towards enabling Ontario to prepare for this energy future by training engineers in new technologies such as smart grids, etc.

1.4 Societal Need

More than ninety per cent of the energy we use today as a society comes from polluting, fossil fuel and nuclear sources. During the period 1990-2004, improvement in energy efficiency was only half of that achieved by the energy shortage of preceding decades in the G8 countries. With the growing awareness and concern about global warming, there is a new demand for clean energy, renewable resources and sustainability.

The Office of Energy Efficiency (OEE) is a federal centre of excellence for energy efficiency and alternative fuels information. For over 15 years, it has raised awareness among Canadians about the importance of energy conservation in accordance with Canada's energy policy to help address global

warming. Incentives have been available to homeowners and corporations to reduce energy consumption. Local community-based renewable energy power generation projects have been encouraged through organizations such as the Toronto Renewable Energy Co-operative, which produced the wind turbine at Exhibition Place.

Scientists and citizens are joining forces in voicing the demand for action to governments worldwide. Standards (such as ASTM) and certifications (such as LEED) are demanding that products and buildings incorporate energy efficiency. What is needed now is technology leadership to produce innovative solutions that will help to bridge the enduring gap between consumption and restraint.

The Ontario curriculum at the primary and secondary levels includes strong emphasis on environmental awareness. Our next generation of leaders will have an innate understanding of the negative impacts of energy over-consumption. Environmental engineering programs have grown, and traditional engineering disciplines are acknowledging the emerging fields of alternative energy. Ryerson is a clear leader in this trend, with its Centre for Urban Energy, and prominent researchers, such as Dr. Bin Wu, NSERC Industrial Research Chair. It is now natural to create a formal academic program in which graduate students can draw on the rich learning environment available at Ryerson in this field, and produce innovations that are so desperately needed.

2.0   OBJECTIVES OF THE PROGRAM

This diploma directly addresses Ryerson's mission:

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

The focus of the proposed diploma program is to deliver pertinent, practical, timely and effective education in the areas of energy and innovation. Each of these domains is widely recognized as having significant and growing societal importance with respect to electricity, natural gas, legal, financial, educational, research, public utility, local distribution companies, transmission companies, generation companies and energy institutions and infrastructure. Each is the subject of on-going intensive research and development, from the scientific, technology, legal, social and policy perspectives. Each offers its practitioners academic, professional and para-professional (technical) career opportunities and employment options.

This diploma may be earned in a flexible manner, taking into account the diverse life situations of its mature participants who will likely benefit from alternative forms of program delivery, including in-class and (eventually) distance learning options.

Notwithstanding the specific prerequisites, ideal incoming participants should have significant work experience (3+ years), general comprehension of energy technology, an acceptable level of professionalism and maturity, the ability to communicate effectively with peers, a basic understanding of business enterprise processes and organization, and a high level of integrity.

These are fundamental characteristics of successful practitioners in the areas Energy and Innovation and, whereas some of these attributes can be "taught", the diploma program is designed to emphasize knowledge and skills acquisition, and to develop relevant thinking skills.

In summary, the aims of the Program are to educate graduates about the:

- Evolving space of energy in terms of technology;
- End user role – demand management and conservation;
- Large-scale economics, politics and other interests in this space; and
- Role of innovation.

2.1 Consistency of the Program with the Institution's Mission and Academic Plan

The special mission of Ryerson University is the advancement of applied knowledge and research to address societal need, and the provision of programs of study that provide a balance between theory and application and that prepare students for careers in professional and quasi-professional fields. As a leading centre for applied education, Ryerson is recognized for the excellence of its teaching, the relevance of its curriculum, the success of its students in achieving their academic and career objectives, the quality of its scholarship, research and creative activity and its commitment to accessibility, lifelong learning, and involvement in the broader community.

- Ryerson University Mission Statement

The Ryerson University Academic Plan "Shaping the Future" for 2008-2013 emphasizes five areas; (1) High Quality, Societally-Relevant Undergraduate and Graduate Programs; (2) Student Engagement and Success; (3) Learning and Teaching Excellence; (4) Research Intensity; and (5) Reputation building. The proposed graduate program fits very well with all of these strategic priorities of the academic plan. The program will build upon the international reputation of the Centre for Urban Energy along with research and innovation activities happening in the Faculty of Engineering and Architectural Science academic departments.

Since 1948, Ryerson has built its reputation on the strength of its academic curriculum and its focus on applied research. Ryerson now offers more than 100 graduate and undergraduate programs, with a total enrolment of 39,500. In its most recent annual survey of Canadian universities, Maclean's magazine ranked Ryerson #1 for producing Leaders of Tomorrow, and #2 as Most Innovative. In recognition of the demands of society and industry, Ryerson is establishing a strong research capability in engineering. Ryerson University provides an ideal and highly supportive environment for engineering education, innovation and research. In recent years our major focus has been on establishing an environment for graduate students and professors to pursue world-class research aimed at solving problems of significant importance, and we are committed to enriching society by transferring knowledge and applying research findings quickly and effectively to provide clear social and economic benefit.

Research funding at Ryerson has been in a phase of accelerated growth for the past several years. In the last decade, research activity at Ryerson has increased five-fold. This year, externally-funded research has increased by 26% to almost $30 million, and the prior year recorded a 23% increase. In addition, Ryerson ranked #1 in publications growth for Canadian undergraduate universities, with a remarkable 171% increase between 2002 and 2007. To put this into perspective, it is almost seven times the rate of growth for the top 50 Canadian universities as a whole. Before this latest increase, Ryerson ranked 29th amongst those universities. This remarkable growth is largely due to Ryerson's heavy investment in supporting research and training of highly qualified personnel in the areas specified in the Strategic Research Plan. The Faculty of Engineering and Architectural Science has been a significant player in the transformation of Ryerson University as a comprehensive university with substantial research and graduate studies activities. The Faculty of Engineering and Architectural Science offers accredited undergraduate and graduate programs in engineering and architecture. In its strategic plan, the Faculty of Engineering and Architectural Science has identified building interdisciplinary programs. The proposed graduate program in Energy and Innovation is one such program which brings the different engineering disciplines within the Faculty of Engineering and Architectural Science together to offer a modern and relevant graduate program to meet industry and societal needs.

Graduate Diploma in Energy and Innovation
Ryerson University is in a unique position to offer this interdisciplinary graduate program in energy to meet the societal and technical needs of the industry. The program will provide a distinct focus on urban energy issues. The students will be exposed to an excellent training environment in various research labs in the engineering and architectural science programs, and in the Centre for Urban Energy. The students will also get exposure to innovation and entrepreneurial activities through the various innovation and incubator clusters/zones that Ryerson has been embarking on. Faculty members delivering the program are well known in their respective fields and have been recognized with prestigious awards and prizes for their research and scholarly contributions.

This Diploma program allows undergraduate degree graduates from science, environment and engineering to specialize in energy.

The proposed program will support the following priorities identified in the University's Academic Plan:

High quality, societally-relevant undergraduate and graduate programs
By meeting a critical need for more practical education opportunities to acquire expertise to manage, operate, oversee, evaluate and staff the functions of energy and innovation, the PMD in Energy and Innovation will constitute a significant and meaningful response to societal need and labour market demand.

Student engagement and success
With the development of a comprehensive program of education pertaining to aligning and integrating energy and innovation functions within corporate governance structures, the PMD in Energy and Innovation will provide an environment that fosters learner success. Our highly qualified faculty will support learners understanding, adopting and ultimately achieving best practices in both technical and leadership domains.

Learning and teaching excellence
Faculty members in the Department of Electrical and Computer Engineering are committed to excellence in teaching and many have received awards in recognition of their achievements in this area. Our Standing Academic Coordination Committee reviews course content to ensure currency, relevance, and overall quality. We are excited about creating a program through which aspiring current and future professionals will be able to access professionally developed and delivered education and support in the areas of energy and innovation.

SRC intensity
Our collaboration with external partners will create opportunities for new research activities. For example, the PMD in Energy and Innovation will bring together corporations and the department in their mutual support of learners during on-site fieldwork. Naturally, this will present research questions which will allow interaction between industry and program faculty. In turn, this will drive additional research and increase intensity.

Reputation
Our PMD in Energy and Innovation will build on our reputation as we further engage firms who share our commitment to integrating energy and innovation priorities with corporate governance best practices. As the areas addressed by this PMD are underserved, by necessity the reputation of the PMD will rise.

Alignment of Program Requirements and Learning Outcomes to Ryerson's GDLEs
The PMD in Energy and Innovation is closely aligned with the University's GDLEs while at the same time fulfilling Ryerson's mission of the advancement of applied knowledge and the integration of theory and practice to prepare students for socially relevant careers. The Department of Electrical and Computer Engineering's mission and diploma program outcomes reflect a broad based, evidence informed, collaborative approach to ethical energy and innovation professional practice that supports the advancement of the field. As such, the program learning outcomes of the proposed PMD in Energy and

Innovation are closely aligned with the University's mission and GDLEs. The program's requirements of four graduate courses meet the requirements of a Ryerson Professional Master's Diploma structure as set out by Ryerson University's Senate. To set the stage for demonstrating the alignment of the diploma program's associated learning outcomes with Ryerson University's Graduate Degree Level Expectations, the diploma's learning outcomes are articulated as follows:

Learning Outcomes of Core Courses

<u>**Note:**</u> CDM means Conservation and Demand Response

Course	Learning Outcomes
1. Smart Grids – Electricity, Petroleum, Infrastructure	The course teaches various new technologies for smart grids and applications. Successful candidates of this course shall be able to: a. Gain knowledge of new tools in smart grids b. Gain knowledge of details of communication systems c. Gain knowledge of details of data processing systems d. Gain an understanding of how energy systems may be better operated with smart grid technologies e. Recognize the role of innovation in developing smart grids f. **Smart Grid Lab**: as a part of this course, intern at the Schneider Electric Smart Grid Lab with instructions from faculty members and industry members (when possible)
2. Demand Management and Conservation (new, complements CKEI 110)	This course shall describe various methods for peak demand reduction and conserving energy. Successful candidates of this course shall be able to: a. Describe forms and methods of demand management and conservation b. Describe forms and methods of conservation c. Compute benefits of demand management methods d. Compute benefits of conservation programs / tools e. Cost various forms of CDM programs f. Explain and compare various forms of CDM programs g. Identify how innovation contributes to the reduction of peak demand reduction and conserving energy
3. Energy Storage and Use (new)	This course shall survey and describe new and promising technologies for energy storage. Successful candidates of this course shall be able to: a. Describe forms and methods of energy storage systems b. Quantify benefits from different types of storage and identify relevant applications c. Cost out various energy storage systems d. Compute efficiency and other performance parameters of energy storage systems e. Recognize the role of innovation in developing energy storage systems
4. Electricity Markets (new)	This course shall introduce candidates to electricity markets and explain characteristics of various types of energy sources. Successful candidates of this course shall be able to: a. Develop a electricity market model b. Analyze costs and benefits of different types of electricity systems c. Analyze and optimize electricity market models d. Undertake economic valuations of innovation in energy systems

Course	Learning Outcomes
5. Final Diploma Project	Concurrently with the final course, the final diploma project is completed. Final diploma projects are expected to be approximately 40 pages double spaced. The topics might include but are not limited to: • Energy Markets – understanding and analysis; • Techno-economic analysis of conservation programs; • Design of demand management programs; • Assessment of smart grid solutions such as smart meters The project is to comprehend new technologies in energy (innovation) in the context of economics enabling diploma students to make informed decisions in their workplace.

3.0   PROFESSIONAL MASTER'S DIPLOMA LEVEL EXPECTATIONS (GDLES), IN ENERGY AND INNOVATION

3.1 Program Learning Outcomes

The aim of this program is to educate a cohort on energy fundamentals and introduce new and emerging technologies required to develop, operate and maintain new energy systems. These include the fundamentals of energy. The program also offers a glimpse of major new technologies on the anvil that shall come to the forefront in the next phase of energy system roll out. This program shall well position the cohort of students to embrace and benefit from these new technologies and provide leadership.

In addition, the program provides a socio-political context to the energy spectrum as it is a highly sensitive and expensive / capital intensive domain. The program shall train students to work as energy analysts, energy managers, building managers, power systems / distribution system managers / operators. Foreign students may find the program useful in accelerating employer recognition of competencies developed abroad.

More specifically, these Program Learning Outcomes together with the Professional Master's Diploma Level Expectations (GDLEs) chart the individual Program Learning Outcomes addressing Ryerson University's enumerated, standard Graduate Degree Level Expectations as illustrated in the table below.

This diploma is awarded to students who have demonstrated:

		Which program outcomes address each DLE?
Depth and Breadth of Knowledge	A thorough understanding of a substantial body of knowledge that is at the forefront of their academic discipline or area of professional practice.	1–9, 12– 13 15, 18, 20-21
Research and Scholarship	a. The ability to conceptualize, design, and implement research for the generation of new knowledge, applications, or understanding at the forefront of the discipline, and to adjust the research design or methodology in the light of unforeseen problems; b. The ability to make informed judgments on complex issues in specialist fields, sometimes requiring new methods; c. The ability to produce original research, or other advanced scholarship, of a quality to satisfy peer review, and to merit publication.	10–11, 19
Level of Application of Knowledge	a. The capacity to undertake pure and/or applied research at an advanced level; b. Contribute to the development of academic or professional skills, techniques, tools, practices, ideas, theories, approaches, and/or materials.	14, 16-17
Professional Capacity / Autonomy	The qualities and transferable skills necessary for employment requiring: a. The exercise of initiative and of personal responsibility and accountability; b. Decision-making in complex situations; c. The intellectual independence required for continuing professional development; d. The ethical behaviour consistent with academic integrity and the use of appropriate guidelines and procedures for responsible conduct of research; e. The ability to appreciate the broader implications of applying knowledge to particular contexts.	10-11, 20
Level of Communication Skills	The ability to communicate complex and/or ambiguous ideas, issues and conclusions clearly and effectively.	11, 14, 18
Awareness of Limits of Knowledge	An appreciation of the limitations of one's own work and discipline, of the complexity of knowledge, and of the potential contributions of other interpretations, methods, and disciplines.	18

The Standing Academic Coordination Committee will discuss and decide annually whether it is necessary to augment the diploma's course content for currency with respect to technology advances, legislative changes and best practices.

a) *Appropriateness of Diploma Nomenclature*

It is appropriate that this Energy and Innovation program be a Professional Master's Diploma given the applied nature of this highly specialized and rapidly evolving professional Area of Practice (AOP). Clearly there is a paucity of university level opportunities for adults in Ontario and Canada to pursue a formal, structured program of advanced studies in this high-demand career field. The proposed diploma, between an undergraduate degree and a full master's degree is unique; it is well positioned as a professionally applied diploma within Ryerson University's mandate to differentiate itself as an institution versus other higher education institutions by its university level applied study and by its synthesizing of both:

- responsiveness and competencies required to address the needs of the energy sector; and
- proactive competencies and approaches to designing, implementing and renewing regularly, practices, strategies and techniques in the management of these energy systems.

A 4-graduate course professional diploma provides the necessary scope to do both.

3.2 Admission Requirements

a. Will have graduated from a four year accredited undergraduate university program in applied science or engineering or equivalent;
b. For the MEng and Professional Masters diploma a minimum of a 3.0 B standing or equivalent over all courses in the final half of the program; and
c. English language proficiency requirement similar to other graduate programs in engineering.

a) *Clarity and appropriateness of the program's admissions requirements for the learning outcomes established for completion of the program.*

Students should have an undergraduate degree in applied science or engineering or equivalent. Alternatively, students should have a four-year undergraduate university degree related to energy plus 3 or more years of relevant work experience. Students should preferably be strong and effective communicators, comfortable with information technology and have some supervisory or managerial (or leadership) experience.

Students may seek an exemption or permission for admission due to other circumstances (e.g., qualifications or credentials from outside of Canada), based on the results of a personal interview.

b) *Sufficient explanation of alternative requirements, if any, for admission in the diploma program.*

For the evaluation of foreign academic credentials, applicants must submit their application, complete with translated and notarized copies of all their academic transcripts and credentials.

3.3 Structure

a) *Appropriateness of the program's structure and regulations to meet specified program learning outcomes and degree levels expectations.*

The program consists of four (4) mandatory courses, the first of which is an introduction to the concept or promise of smart grids, titled *Smart Grids – Electricity, Petroleum, Infrastructure*. The second course, *Demand Management and Conservation*, addresses the various methods for peak demand reduction and conserving energy; Course three, *Energy Storage and Use*, shall survey and describe new and promising

technologies for energy storage; Course four, *Electricity Markets*, will discuss various forms of energy and their economic characteristics.

The appropriateness of the diploma's structure to meet specified program Learning Outcomes is illustrated in the mapping of individual courses to the Diploma Learning Outcomes, Teaching Methods and Student Assessment (see 1.6 Assessment of Teaching and Learning below).

b)   *Program Length*

It is expected that diploma graduates will complete the program requirements in one academic year. The first course is taken in the Fall term; the second and third courses may be taken in the Winter term; the fourth course in the Spring/Summer term.

Candidates will have up to 6 calendar years to complete the diploma, if unforeseen circumstances arise.

The successful completion of all requirements with a cumulative grade point average of 3.00 or higher, is required for the diploma to be awarded. Participants must also complete and submit an Application to Graduate with a Diploma Form prior to the appropriate deadlines (see the information on Registration and Graduation from Diploma Programs at www.ryerson.ca/graduate and www.ryerson.ca/ce.)

3.4 Program Content

a)   *Ways in which the diploma curriculum addresses the current state of the area of study*

The focus of the proposed diploma program is to deliver pertinent, practical, timely and effective education in the area of energy and innovation.

Each of these domains is widely recognized as having significant and growing societal importance with respect to the electricity sector, technical, commercial, legal, financial, educational, research, public policy and energy infrastructure. Each is the subject of on-going intensive research and development, including from the scientific, technology, legal, social and policy perspectives.

The proposed program provides an excellent opportunity to learn the fundamentals of energy and learn about the latest developments in energy and energy related innovation such as smart grids, demand response, energy storage, etc. This program shall help equip candidates with tools for a professional career in energy where elements are changing rapidly.

The program offers a rich set of courses. From these offerings, candidates have a selection of courses that will help shape their careers in the appropriate direction.

Target Participants

The program is drafted to cater to fresh graduates or experienced industry professionals from science, environment or engineering.

They may include:
- Graduates in science and engineering
- Environmental Scientists
- Power Systems Technicians
- Distribution System Technicians
- Building Engineers
- Mining Engineers
- Chemical Engineers
- Architects
- Etc.

For those participants seeking career advancement or change, the proposed program offers a variety of opportunities in a variety of dynamic, lucrative and challenging fields which are often in need of an expert. Graduates may apply for positions such as the following with the knowledge that the preparation they received will hold them in good stead:

- Energy analyst
- Energy trading
- Energy manager
- Energy technologist
- Power systems operator
- Power systems manager
- Distribution systems manager
- Distribution systems operators
- Building / facility managers
- Etc.

b) *Identification of any unique curriculum components*

Given that no graduate degree or diploma exists in Canada in the diploma's area of study, the course offerings and their curriculum are unique and timely in terms of identified industry need (see course descriptions in Appendix I).

The uniqueness of the curriculum arises from, and directly addresses (for the first time in Canada), the urgency for expert professional development at the graduate level in this area of interest.

Rapid developments in renewables, energy storage, conservation and demand management programs, Electricity Markets, etc. has made the demand for this program very high in the government and public and private sectors. Due to the uniqueness of the diploma's curriculum, graduates will be prepared for careers as: energy analyst, environmental analyst, power systems operators, power systems managers, distribution system operators, distribution system managers, technicians, building / facility managers, etc.

Energy and Innovation programs in the GTA
The University of Toronto through the Faculty of Applied Science and Engineering offers a combined Bachelor of Science and MBA and a standalone Master of Engineering program in Energy Systems Engineering. The University of Ontario Institute of Technology offers a PhD in Nuclear Power and Energy Applications through the Faculty of Energy Systems and Nuclear Science.

Smart Grid Laboratory in the Centre for Urban Energy at Ryerson University
It must be pointed out that the Schneider Electric Smart Grid Laboratory is a one-of-a-kind laboratory with state-of-the-art equipment in smart grids with a focus on distribution system automation. Via course#1 on smart grids, this professional masters diploma provides its students with a unique opportunity to intern and learn about utility systems with similar settings. With buy-in from industry professionals, this program and its internship is equal to enriched real world experience in an academic setting.

The following table provides a comparison of similar programs in Canada, USA and Europe:

	University	**Program**	**Degrees Offered**
Canada	Carleton University	*Sustainable Energy*	MASc. MEng. and MA
	University of Calgary	*Sustainable Energy Development*	MSc. MEng. MA
	University of British Columbia	*Clean Energy Engineering*	MEng.
	University of Waterloo	*No specific program from the engineering field (Please see next section for details)*	
USA	University of Dayton	*Renewable and Clean Energy Program*	MSc.
	University of Michigan	*Engineering Sustainable Systems*	Dual degree program in Engineering and Environmental Science
	University of Colorado - Boulder	*Options in renewable and sustainable energy*	
	Carnegie Mellon	*Energy Science, Technology and Policy*	MSc.
	University of Wisconsin - Madison	*Master of Engineering in Energy Systems*	MEngr.
	University of Texas at Austin	*Energy and Earth Resources*	MSc.
Europe	KTH: The Royal Institute of Technology (Sweden)	*Innovative Sustainable Energy Engineering*	MSc.
	Norwegian University of Science and Technology (NTNU)	*Innovative Sustainable Energy Engineering*	MSc.

c) *Research-focused graduate programs' suitability*

Not applicable. This diploma is not an academic research-focused graduate diploma program. It is an applied professional diploma program.

d) Evidence: minimum two-thirds of the course requirements are graduate level courses

The Diploma will consist of four new graduate level courses with evaluation of all student work carried out at the graduate level, including a final diploma project.

3.5 Mode of Delivery

a) *Appropriateness of the proposed mode of delivery to meet the intended program learning outcomes and degree level expectations.*

The Mode of Delivery for the diploma courses in the short term is face-to-face which is appropriate given the need to communicate currency and relevancy in expertise on a timely basis between faculty and students.

The plan in the longer term is to make all four courses and the graduate diploma fully online.

3.6 Assessment of Teaching and Learning

a) *Appropriateness of the assessment of student achievement of program learning outcomes and degree level expectations*

For individual courses in the diploma, each of the course assessments reports (midterm and final examinations, projects and research papers) has been identified and cross-referenced with graduate level expectations which will be used by faculty as the rubrics that comprise the marking scheme. These course assessments together with the deployment of the course-specific GDLEs when grading student learning and assessments ensure that learners have achieved the Program Learning Outcomes. The PMD's Standing Academic Coordination Committee, in considering, among other inputs, teaching evaluations submitted by the Graduate Program Director and learners, will decide annually whether it is necessary to augment the diploma's course content for currency with respect to professional changes and allied best practices.

The Program Learning Outcomes Chart and the Professional Master's Diploma Level Expectations (GDLEs) Chart below cross reference and illustrate the mapping of individual courses to the Diploma Program's Learning Outcomes, Methods and Assessment; and the charting of which individual Program Learning Outcomes address the enumerated, standard Professional Master's Diploma Level Expectations.

By the end of the diploma program, successful students should be able to:

Learning Objective	Course	Learning Outcomes
		Technical Knowledge
1	1	Gain knowledge of new tools in smart grids
2	1	Gain knowledge of details of communication systems
3	1	Gain knowledge of details of data processing systems
4	2	Describe forms and methods of demand management and conservation
5	2	Describe forms and methods of conservation
6	3	Describe forms and methods of energy storage systems
7	4	Describe forms and methods of energy storage systems
		Economic Knowledge
8	2	Compute benefits of demand management methods
9	2	Compute benefits of conservation programs / tools
10	2	Cost various forms of CDM programs
11	3	Quantify benefits from different types of storage and identify relevant applications
12	3	Cost various energy storage systems
13	3	Compute efficiency and other performance parameters of energy storage systems
14	4	Quantify benefits from different types of storage and identify relevant applications
15	4	Cost various energy storage systems
16	4	Compute efficiency and other performance parameters of energy storage systems
17	4	Analyze and optimize energy market models
		Policy, Legal, Regulatory
18	2	Explain and compare various forms of CDM programs
19	4	Develop mega-scale economic model
20	4	Analyze costs and benefits of different types of energy systems
21	1	Gain an understanding of how energy systems may be better operated with smart grid technologies
Learning Objective	**Course**	**Learning Outcomes**
		Innovation Knowledge
22	1	Recognize the role of innovation in developing smart grids
23	2	Identify how innovation contributes to the reduction of peak demand reduction and conserving energy
24	3	Recognize the role of innovation in developing energy storage systems
25	4	Undertake economic valuations of innovation in energy systems

b) *Completeness of documentation demonstrating the performance level of students, allied with Ryerson's GDLEs.*

The final diploma project is expected to analyze and provide an insightful assessment of a current and/or new solution in energy. This could address new sources of energy from renewables, new technology for energy storage, new methods for conservation, technologies and/or economics of demand management, and operation of energy markets. Final diploma project topics might include, but are not limited to:

- Energy Markets – understanding and analysis;
- Techno-economic analysis of conservation programs;
- Design of demand management programs;
- Assessment of smart grid solutions such as smart meters;
- Etc.

There is a great deal of flexibility built into the design of the final diploma project to meet customized professional needs, to be agreed upon between the faculty supervisor and the diploma candidate. Assistance and guidance can be sought from other faculty members by diploma students towards the project. Evaluation of student work in the final diploma project assessment will include the overlay of Ryerson University's GDLEs (in the form a rubrics' checklist) when grading student learning to confirm that learners have achieved the Program Learning Outcomes in their final diploma project for the diploma. The diploma's Standing Academic Coordination Committee, in considering, among other inputs, teaching evaluations and samples of student work, including final diploma projects, submitted by the Graduate Program Director, will review the courses and the specific GDLEs which they fulfill and will decide annually whether it is necessary to augment the diploma's course content and GDLEs' rubrics for currency with respect to best practices.

4.0   RESOURCES FOR THE PROPOSED PROGRAM (RESOURCES FOR ALL PROGRAMS)

a) *Adequacy of utilization of existing human, physical and financial resources*

As will be detailed below, Ryerson University commits the Deans, select faculty, and administrative teams of the Yeates School of Graduate Studies, the Faculty of Engineering and Architectural Science and The Chang School of Continuing Education and its centralized university-wide services to support the delivery of this diploma program.

b) Faculty Collaboration

This proposed diploma is a collaborative effort between the Faculty of Engineering and Architectural Science, the Department of Electrical and Computer Engineering and the Yeates School of Graduate Studies, together with The Chang School of Continuing Education. Further collaborations with Faculties and their faculty members will be on-going, with appropriate faculty invited to be members on the Standing Academic Coordination Committee.

c) Faculty Resources

Qualified instructors will be engaged to present curricular material. These may include faculty members, adjunct faculty members and others, as appropriate. Faculty members have been identified with the academic background and expertise to be able to provide the necessary instruction, guidance and leadership to make the proposed program a success. They are listed in the table below. To demonstrate their quality, their curriculum vitae are found in section 5.0 b) Quality and Other Indicators.

d) Laboratory Infrastructure

The Centre for Urban Energy is building the Schneider Electric Smart Grid Laboratory and its expected date of completion is October 2014. This laboratory shall offer internship opportunities for students enrolled in course #1: Smart Grids. There are no new funds required for this laboratory.

Diploma Faculty

Mr. Bob Singh, Manager, Hydro One Networks Inc.
Adjunct Professor, Department of Electrical and Computer Engineering, Ryerson University
Relevant Area of Expertise: Power Systems, Smart Grids, Energy Storage

Dr. David Xu, Associate Professor, Department of Electrical and Computer Engineering
Relevant Area of Expertise: Power Electronics, Smart Grids, Energy Storage

Dr. Bala Venkatesh, Professor, Department of Electrical and Computer Engineering
Academic Director, Centre for Urban Energy
Relevant Area of Expertise: Power Systems, Smart Grids, Energy Storage

Mr. Gary Thompson, Supervisor, Toronto Hydro
Relevant Area of Expertise: Power Systems, Smart Grids, Conservation and Demand Management

4.1 Physical Resources

Space and Laboratory Access
Room allocations, including specialized teaching and laboratory space, are available through the Faculty of Engineering and Architectural Science and across campus and will be administered through The Chang School of Continuing Education at Ryerson University. Diploma courses will be available to diploma candidates weekday evenings, and in intensive spring and summer sessions.
Further, laboratories, conference rooms and resources shall be made available from the Centre for Urban Energy.

Ryerson Library Resources
Collections
The Ryerson Library hosts over 600,000 monographs in electronic, print, audio and video form, subscribes to well over 56,000 online journal subscriptions and provides access to over 200 online databases that contain full text articles, abstracts, images, historical documents, global news sources and datasets. All told, the acquisitions budget totals over $4.4 million dollars.

The collection development philosophy is very much holistic in its intent. In response to the rise of interdisciplinary studies in the academy, the Library has ensured that librarians engage in collection development not motivated by strict subject silos, rather by the needs of all program areas. Collection decisions are made to improve resources for all users. Making new acquisitions available is the priority, and there is less concern about which subject area should pay for it. This has made the Library nimble in identifying areas in need of strengthening and lessening the bureaucracy involved in making collection decisions. All efforts are made to fulfil requests of faculty and students, within reason.

Similarly, a committee comprised of librarians representing all subject areas gets requests for new serials and electronic resources. The committee considers all requests and approvals are granted based on a myriad of factors, including usability, cost, access, and relevance to programs of study at Ryerson.

Where at all possible, the Library works with national and provincial consortiums, the Canadian Research Knowledge Network (CRKN) and the Ontario Council of University Libraries (OCUL) to negotiate licenses for electronic resources. This increases purchasing power, and allows for assurance that the content purchased is archived in perpetuity on servers housed at University of Toronto via the Scholarsportal initiative.

Interlibrary Loans
The Interlibrary Loan (ILL) service allows users to borrow items and obtain articles from other libraries through our ILL staff, if materials are not owned by the Ryerson University Library. This service is provided free of charge.

In Person Services

The Ryerson Library is aware of the needs of students of The Chang School, and has created a service model to respond to those needs. A librarian is available for consultation at the reference desk on evenings and weekends throughout the academic year, and the Borrowing and Lending Services team is dedicated to providing ready access to the resources at the library.

Online Services

The library provides access to online chat reference support via a province wide initiative called AskON. Librarians are available to chat with students to help them through the research process. AskON is open during evenings and weekends. Alternately, students can submit reference questions via email with a 24-hour turnaround time for response.

E-reserve services are available via Blackboard to provide access to course materials on a 24/7 basis. The Chang School's Digital Strategies Unit may provide additional support.

Drop-in Workshops

The Library provides a variety of drop-in workshops for students wishing to learn more about resources and services. These include sessions on mastering searching our electronic resources and using Refworks, a tool to manage bibliographic citations. These workshops are offered at varying times of the term, but there are always time slots available that are convenient to Chang School students.

Liaison with The Yeates School of Graduate Studies and The Chang School

Jay Wolofsky is the designate liaison librarian to ensure that the needs of The Chang School and its students are fulfilled. Further, there are subject specialist librarians available for in depth consultation. Their contact information is available online at: www.ryerson.ca/library/info/sublib.html

IT Resources

The Communications and Computing Services (CCS) Unit of Ryerson University will provide all the necessary information technology required of the program, the faculty and the diploma graduates.

4.2 Resources for Graduate Programs Only

a) *Evidence of faculty expertise to foster an appropriate intellectual climate*

Please see 4.3 c) and faculty curriculum vitae in 5.0 b) Quality and Other Indicators.

When required, appropriately qualified expert practitioners employed within the industry will also be recruited as Adjunct Faculty of the Yeates School of Graduate Studies and the Electrical and Computer Engineering Department of the Faculty of Engineering and Architectural Science to serve in a teaching capacity. Their academic and professional credentials, along with their references being checked, will be reviewed and they will undergo a formal interview. In-class faculty observations of Adjust Faculty will be conducted by the Graduate Program Director, Chair or a faculty member teaching in the diploma program.

b) *Financial Assistance*

This Professional Master's Diploma is a cost recovery program and its students will be eligible to access the University's institutional bursary program.

A bursary fund -The Gervan Fearon Award for Excellence in a Professional Master's Diploma - has been established at the G. Raymond Chang School of Continuing Education at Ryerson University.

c) Qualifications and Appointment Status of Faculty and Supervisory Loads

All instructors are appointed within the program and hold appropriate qualifications. This proposed diploma is a collaborative effort between the Faculty of Engineering and Architectural Science and the Yeates School of Graduate Studies, together with the Centre for Urban Energy and The Chang School of Continuing Education.

In addition to the Graduate Program Director's supervision of the diploma program, the program will also be overseen by the diploma's Standing Academic Coordination Committee. There is no direct graduate student supervision except within the context of a course or of the Final Diploma Project.

Standing Academic Coordination Committee (ACC)
This proposal, once approved, shall be governed by the provisions of the Senate's Framework for Professional Master's Diplomas, with respect to the composition and functioning of the Diploma's Standing Academic Coordination Committee.

The Standing Academic Coordination Committee shall consist of faculty members (RFA) from the teaching department(s) contributing curriculum to the diploma and 1 member of the Yeates School's Programs and Planning Committee.

The Standing Academic Coordination Committee will have primary responsibility for:
1. Coordinating program curriculum development;
2. Liaising with the relevant teaching departments and the Graduate Advisor for the diploma;
3. Ensuring the quality, currency, and content of constituent courses;
4. Assuring course staffing strategies are appropriate, including the recruitment and qualifications of diploma faculty;
5. Undertaking the on-going review of program objectives, learning outcomes, and career competencies, etc.

The Standing Academic Coordination Committee (ACC) is not limited to but will include:
- Alex Ferworn, (Chair), Director, Professional Graduate Diplomas, member of the Yeates School's Programs and Planning Committee, Yeates School of Graduate Studies
- Bala Venkatesh, Director, Centre for Urban Energy and Professor, Electrical and Computer Engineering
- Katerina Belazelkoska, Interim Program Director, Professional Master's Diplomas (ex-officio member)
- Anne-Marie Brinsmead (ex-officio member)
- Phil Walsh, Ryerson University
- Sean Conway, Ryerson University
- Bin Wu, Ryerson University
- Gary Thompson, Supervisor, Distributed Generation, Toronto Hydro-Electric Systems Limited
- Bob Singh, Manager, Assets, Hydro One Inc.
- Jenni Myllynen, Ontario Power Authority

Additional faculty members will be added to the Academic Coordination Committee at the time that academic curriculum development commences.

Meetings
The Standing ACC shall meet annually and may meet more often at the call of the Chair. At the meetings of the ACC, the Academic Coordinator will present reports which shall detail course registrations, diploma registrations, and diploma completion rates and/or any other business relevant to the state of the diploma.

Supervisory Load
The Director of the PMD will be the appointed from the Centre for Urban Energy / Department of Electrical and Computer Engineering in the Faculty of Engineering and Architectural Science with stipend. The GPD will serve as supervisor and advisor to diploma students and academic lead. The GPD may assign these roles to qualified designates as the program grows. The Graduate Program Council (GPC) bylaws will be modified to accommodate the new PMD in accordance with Ryerson Senate policy 112.

Resources for undergraduate programs only
Not Applicable.

5.0   QUALITY AND OTHER INDICATORS

a) *Definition and indicators that provide evidence of the quality of faculty expertise to contribute to the Diploma Program.*

This program will be jointly led and delivered by faculty and expert practitioners. The faculty designated to teach in the program are highly qualified and current in the area of Energy. Faculty members from the various Faculty of Engineering and Architectural Science departments will be delivering the curriculum. Expert practitioners from the industry have already been identified and will be interviewed for recruitment to provide appropriate additional expertise to contribute substantively to this graduate program. Expert practitioners from the field who are successfully recruited for teaching have the innovation and professional experience current for the diploma's curriculum and content. Please refer to the Faculty Curriculum Vitaes in 5.0 b) Quality and Other Indicators.

Resources identified earlier such as Mr. Bob Singh and Mr. Gary Thompson are recognized leaders in Energy and Innovation. Their inclusion in this program bring relevance and currency to the program.

b) *Evidence of a program structure and faculty research that will ensure the intellectual quality of the student experience.*

The diploma's program structure of four courses with evaluation of student work at the graduate level is commensurate with the advanced applied scholarship and research publications of the faculty members in the classroom teaching the diploma students, thus ensuring a superior quality student experience. Diploma teaching faculty's research is directly relevant to the intellectual quality this diploma program:

David Xu

- Bai, Zhihong; Ma, Hao; Xu, Dewei (David); et al., Control Strategy With a Generalized DC Current Balancing Method for Multimodule Current-Source Converter, IEEE TRANSACTIONS ON POWER ELECTRONICS Volume: 29 Issue: 1 Pages: 366-373 Published: JAN 2014.
- Wang, Jiacheng; Wu, Bin; Xu, Dewei; et al., Phase-Shifting-Transformer-Fed Multimodular Matrix Converter Operated by a New Modulation Strategy, IEEE TRANSACTIONS ON INDUSTRIAL ELECTRONICS Volume: 60 Issue: 10 Pages: 4329-4338 Published: OCT 2013.
- Wang, Jiacheng; Wu, Bin; Xu, Dewei; et al., Indirect Space-Vector-Based Modulation Techniques for High-Power Multimodular Matrix Converters, IEEE TRANSACTIONS ON INDUSTRIAL ELECTRONICS Volume: 60 Issue: 8 Pages: 3060-3071 Published: AUG 2013.
- Zhu, Ning; Xu, David; Wu, Bin; et al., Common-Mode Voltage Reduction Methods for Current-Source Converters in Medium-Voltage Drives, IEEE TRANSACTIONS ON POWER ELECTRONICS Volume: 28 Issue: 2 Pages: 995-1006 Published: FEB 2013.
- Wang, Zheng; Wu, Bin; Xu, Dewei; et al., A Current-Source-Converter-Based High-Power High-Speed PMSM Drive With 420-Hz Switching Frequency, IEEE TRANSACTIONS ON INDUSTRIAL ELECTRONICS Volume: 59 Issue: 7 Pages: 2970-2981 Published: JUL 2012.
- Zhu, Ning; Kang, Jinsong; Xu, Dewei (David); et al., An Integrated AC Choke Design for Common-Mode Current Suppression in Neutral-Connected Power Converter Systems, IEEE TRANSACTIONS ON POWER ELECTRONICS Volume: 27 Issue: 3 Pages: 1228-1236 Published: MAR 2012.
- Li, Wuhua; Li, Weichen; He, Xiangning; et al., General Derivation Law of Nonisolated High-Step-Up Interleaved Converters With Built-In Transformer, IEEE TRANSACTIONS ON INDUSTRIAL ELECTRONICS Volume: 59 Issue: 3 Pages: 1650-1661 Published: MAR 2012.
- Li, W.; Xu, D.; Wu, B.; et al., Zero-voltage-switching dual-boost converter with multi-functional inductors and improved symmetrical rectifier for distributed generation systems, IET POWER ELECTRONICS Volume: 5 Issue: 7 Pages: 969-977 Published: 2012.
- Wang, Jiacheng; Wu, Bin; Xu, Dewei; et al., Multimodular Matrix Converters With Sinusoidal Input and Output Waveforms, IEEE TRANSACTIONS ON INDUSTRIAL ELECTRONICS Volume: 59 Issue: 1 Pages: 17-26 Published: JAN 2012.
- Li, Wuhua; Fan, Lingli; Zhao, Yi; et al., High-Step-Up and High-Efficiency Fuel-Cell Power-Generation System With Active-Clamp Flyback-Forward Converter, IEEE TRANSACTIONS ON INDUSTRIAL ELECTRONICS Volume: 59 Issue: 1 Pages: 599-610 Published: JAN 2012.

Bob Singh

- T. Xu, B. Venkatesh, C. Opathella and B. N. Singh, Artificial Neural Network Model of Photovoltaic Generator for Power Flow Analysis in PSSRSINCAL, IET Generation, Transmission and Distribution, 2013.
- C. Opathella, D. Cheng, B. N. Singh, B. Venkatesh, Intelligent Wind Generator Models for Power Flow Studies in PSSRE and PSSRSINCAL, IEEE Transactions on Power Systems, 28(2): 1149-1159, May 2013.
- S. B. Karanki, D. Xu, B. Venkatesh and B. N. Singh, Optimal Location of Battery Energy Storage Systems in Power Distribution Network for Integrating Renewable Energy Sources, IEEE Energy Conversion Congress and Exposition, Denver, Colorado, USA in Sept 2013.
- Co-authored "Sizing Energy Storage Facility for Voltage Regulation" with Mr. Sheraz Majid and Mr. David Curtis, 2012 CIGRE Canada Conference, Montreal, Quebec, September 24-26, 2012
- K.M. Farahani, B. Venkatesh, D. Xu, B. Singh, A. Lamp, A. Bukhari, PCC voltage control using flywheel system for large wind farm, 2012 IEEE 7th International Power Electronics and Motion Control Conference (IPEMC) – ECCE Asia, vol.2, pp. 1283 - 1286, June 2-5, 2012, Harbin, China
- Co-authored "Northern Micro-Grid Project – A Concept" with Mr. David Curtis, Paper No. 395, World Energy Congress, Montreal, September 2010
- June 2010 – August 2010: Taught "EE8604 – Analysis of Power Systems with DGs" to Master's students in the Electrical & Computer Engineering Department of Ryerson University, Toronto
- Co-authored "Non-Utility Generation Interface Protection Issues" with Mr. A. Boschetti, Electricity Today, June 1998
- Co-authored "Stray DC Transit Currents and their Effect" with Mr. G. A. Sheil, Paper No. 583, The NACE Conference and Corrosion Show (Corrosion '94), Baltimore, USA, 1994
- Consequences and Limits of Tolerance of Stray Direct Currents in Transformer Neutrals on the Distribution System and Need for, and Recommend Corrective Action (A. Sturton, G. Sheil, January 15, 1993) – Supervised the engineer and the consultant to examine issue of stray direct currents (in North York) in cooperation with the Toronto Transit Commission (TTC), identify corrective measures and recommendations.
- May 1986 – August 1986: Taught "Engineering 7832 – System Simulation" to final year students in the Electrical Engineering Department of the Memorial University of Newfoundland, St. John's
- May 1985 – August 1985: Taught "Engineering 7832 – System Simulation" to final year students in the Electrical Engineering Department of the Memorial University of Newfoundland, St. John's
- Master's Thesis "An Investigation of AC/DC Load Flow Analysis Using Newton's Method and Extensions", October 1983
- Co-authored " Generation Source Models in Optimum Operation of Power Systems" with Dr. M. E. El-Hawary, Proc. International Symposium on Simulation, Modeling and Decisions in Energy Systems, Montreal, 1978

Bala Venkatesh

- T. Xu, B. Venkatesh, C. Opathella and B. N. Singh, Artificial Neural Network Model of Photovoltaic Generator for Power Flow Analysis in PSS®SINCAL, IET Generation, Transmission and Distribution, 2013.
- K. Dadhania, B. Venkatesh, V. K. Sood and A. Nassif, Modeling of Doubly Fed Induction Generators for Distribution System Power Flow Analysis, Journal of Electrical Power and Energy System, 53: 576-583, 2013.
- N. Kurada, A. A. Dhanjal and B. Venkatesh, Evolving Perimeter Information Security Models in Smart Grids and Utilities, ISACA Journal (accepted for publications), 2013.
- P. Yu and B. Venkatesh, Fuzzy Security Constraints for Unit Commitment with Outages, IET Generation, Transmission and Distribution, Accepted, April 2013.
- Venkatesh, Feed-in Tariff, (invited article), McGraw-Hill Yearbook of Science & Technology 2014, Editor: Prof. M.E. El-Hawary.
- Opathella and B. Venkatesh, Managing Uncertainty of Wind Energy with Wind Generators Cooperative, IEEE Transactions on Power Systems, 28(30: 2918-2928, Aug 2013.
- Opathella, D. Cheng, B. N. Singh, B. Venkatesh, Intelligent Wind Generator Models for Power Flow Studies in PSS®E and PSS®SINCAL, IEEE Transactions on Power Systems, 28(2): 1149-1159, May 2013.
- R. Ghaffari and B. Venkatesh, Options based Reserve Procurement Strategy for Wind Generators – Using Binomial Trees, IEEE Transactions on Power Systems, 28(2): 1063-1072, May 2013.
- M. Dadkhah and B. Venkatesh, Cumulant based Stochastic Reactive Power Planning method for Distribution Systems with Wind Generators, IEEE Transactions on Power Systems, 27(4): 2351-2359, 2012.
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- Syed, A. Nassif, B. Wu and B. Venkatesh, Two-Layer Control Scheme for a Supercapacitor Energy Storage System coupled to a Doubly-Fed Induction Generator, Electric Power Systems Research, 86: 76-83, 2012.
- Y. He, B. Venkatesh and L. Guan, Optimal Scheduling for Charging and Discharging of Electric
- Vehicles, IEEE Transactions on Smart Grid, 3(3): 1095-1105, 2012.
- Venkatesh, V. Jayashankar and T. V.Geeta, Frequency Sensitive Unit Commitment with Availability Based Tariff – an Indian Example, IET Proceedings on Generation, Transmission and Distribution, 5 (8) : 798-805, Aug 2011.
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- Dukpa, I. Duggal, B. Venkatesh and L. Chang, Optimal Participation and Risk Mitigation of Wind Generators in an Electricity Market, IET Proceedings on Renewable Energy, 4 (2): 165-175, Mar 2010.
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- Dukpa, B. Venkatesh and M. El-Hawary, Application of Continuation Power Flow Method in Radial Distribution Systems, Electric Power Systems Research, 79 (11): 1503-1510, Nov 2009.
- Dukpa, B. Venkatesh and L. Chang, An Accurate Voltage Solution Method of Radial Distribution System, Canadian Journal for Electrical and Computer Engineering, 34 (1/2): 69 – 74, Win/Spr 2009.
- T. Zhang, A. Elkasrawy, and B. Venkatesh, A New Computational Method for Reactive Power Market Clearing, International Journal of Electrical Power and Energy Systems, International Journal of Electrical Power and Energy Systems, 31 (6): 285 – 293, Jul 2009.

- Venkatesh, P. Yu, H. B. Gooi and D. Choling, Fuzzy MILP Unit Commitment Incorporating Wind Generators, IEEE Transactions on Power Systems, 23 (4): 1738 - 1746, Nov 2008.
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- Venkatesh, A. Rost, L. Chang, Dynamic Voltage Collapse Index - Wind Generator Application, IEEE Transactions on Power Delivery, 22 (1): 90-94, Jan 2007.
- S. Chandramohan, R. P. K. Devi and B. Venkatesh, Radial system reconfiguration to minimize operating costs in markets, International Journal of Emerging Electric Power Systems, 8 (1): art. no. 2, Jan 2007.
- J. Bai, L. Xia, H. B. Gooi and G. Strbac, B. Venkatesh, A Probabilistic Reserve Market Incorporating Interruptible Load, IEEE Transactions on Power Systems, 21(3): 1079-1087, Aug 2006.
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- Venkatesh and H. B. Gooi, Optimal Siting of UPFC, Electric Power Systems and Components, 34(3): 271-284, Mar 2006.
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- J. Bai, H. B. Gooi, G. Strbac and B. Venkatesh, Effects of DSB on market clearing price, European Transactions on Electrical Power, 16(2): 161-173, Mar-Apr 2006.
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- S. Gunasekaran, B. Venkatesh and B. S. D. Sagar, Fractal Characterization of BPN Weights Evolution, International Journal of Neural Systems, 14(2): 139-145, 2004.
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- H. S. Lim and B. Venkatesh, An Efficient Local Search Heuristics for Asynchronous Multiuser Detection, IEEE Communication Letters, 7(7): 299-301, Jul 2003.
- S. Gunasekaran, B. Venkatesh and B. S. D. Sagar , Convergence Index for BPN Training, Special issue: Evolving Solution with Neural Networks - Edited by A. Fanni and A. Uncini in the Journal of Neurocomputing Letters, 55(3-4): 711-719, Oct 2003.
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- R. Ranjan, D. Das and B. Venkatesh, Voltage stability analysis of radial distribution networks, Electric Power Components and System, 31(5): 501-511, May 2003.
- R. Ranjan, D. Das and B. Venkatesh, A new algorithm for power distribution system planning, Electric Power Systems Research, 62(1): 55-65, May 2002.
- B. Venkatesh, G. Sadasivam and M. A. Khan, An efficient multi-objective fuzzy logic based successive LP method for optimal reactive power planning, Electric Power Systems Research, 59(2): 89-102, Oct 2001.

Gary Thompson

TORONTO HYDRO ELECTRIC SYSTEM LIMITED, (THESL)
Asset Management – Capacity Planning
Supervisor, Distributed Generation & System Studies   2010 - Present
Transmission Capacity Coordinator   2009 - 2010

- Responsible for Distributed Generation Enabling and Connections. Also coordinating Transmission Lines and Stations Projects, Engaging with Hydro One management and personnel at all levels, and facilitating meetings and knowledge exchange between them and THESL, that enhance and sustain the capacity and reliability of THESL's incoming supplies.
- Current Member of OPA led Study on Distributed Generation & the Toronto Energy Supply
- Coordinated Systems Studies and Draft Recommendations for Distributed Generation Customers.
- Facilitated Protection and Control and Load Flow related activities for various projects related to Distributed Generation and Distribution Planning.
- Responsible for all matters related to enabling and connecting of Renewable Generation
- Facilitated submissions to the Ontario Energy Board including annual Rate Filling Submissions
- Represent THESL at engagements with Industry Stakeholders on Green Energy Act, FIT & MicroFit Programs.
- Manage the Long Term and Short Term Score Cards relating Hydro One's performance to THESL's Operations and Planning and corporate reporting on Distributed Generation.
- Plan and facilitate regular operational and planning meetings between both parties

Other: Evaluation Criteria in Addition to Those Specified in the Quality Assurance Framework

Once the program is implemented and delivered, in addition to standard university quality assurance processes and those being outlined under the umbrella of the diploma's Academic Coordination Committee's role, function and responsibilities, diploma alumni and employer feedback will also form the basis of a prospective quality assessment of the proposed diploma program on a bi-annual basis.

And of course, the PMD's Standing Academic Coordination Committee, in considering, among other inputs, teaching evaluations and samples of student work, including final diploma projects submitted by the Diploma Graduate Director, will decide annually whether it is necessary to augment the diploma's course content for currency with respect to new technologies and solutions for smart grids, energy storage, energy conservation, demand management, etc. and best practices of the industry in energy and innovation.

Institutional Approval
This diploma proposal was approved by Ryerson University Senate on _____.

6.0   APPENDIX I:

COURSE DESCRIPTIONS AND ASSESSMENT OF TEACHING AND LEARNING

Graduate Level Courses:

Evaluation (all courses)
All courses shall use tools such as assignments (30%), mid-term tests or projects (30%) and final test or projects (40%) in a suitable combination to evaluate students. The method of assessment shall be made available to students within two weeks of the start of the course. The test components would be administered in a manner that befits graduate programs.
Teaching Method (all courses)
In this program, all courses are lecture based interspersed with special lectures.

Course #1:
Smart Grids – Electricity, Petroleum, Infrastructure

Course Description
This course introduces the concept or promise of smart grids.

Suggested Reference Material
Readings and Reference material may be drawn from:

Smart Grid: Fundamentals of Design and Analysis, James Momoh, ISBN: 978-0-470-88939-8, March 2012, Wiley-IEEE Press.

Learning Outcomes
The course teaches various new technologies for smart grids and applications.

Successful candidates of this course shall be able to:
Gain knowledge of new tools in smart grids
Gain knowledge of details of communication systems
Gain knowledge of details of data processing systems
Gain an understanding of how energy systems may be better operated with smart grid technologies
Recognize the role of innovation in developing smart grids

Topics
Smart Grid Defined I (characteristics, communication, data privacy and security)
Smart Grid Defined II (policy and benefits)
The engineering and technological challenges
Smart Grid, Smart Meters and the Customer
Smart Grid Influence on Reliability
Studies Required to Enable the Smart Grid
Smart Grid and Asset Management
Smart Grid and Policy Challenges
Smart Grid Business Opportunities
Smart Grid Data Management and Data Analytics
The Smart Home

Laboratory
The students would intern in the Schneider Electric Smart Grid Laboratory for two sessions.

Course #2:

Demand Management and Conservation (new)

Course Description
This course shall describe various methods for peak demand reduction and conserving energy.
The course shall develop models and methods for examining CDM methods.

Suggested Reference Material
Readings and Reference material may be drawn from:

Pollution Probe, Energy Primer, pp. 13-26.

http://www.pollutionprobe.org/energy/energyliteracy/docs/EnergyPrimer_LR.pdf
A. Meier, Fundamentals of Energy Efficiency: Understanding the Other Side of the Meter (UC Davis 2009), pp.13-61.

D. Elliot, Energy Society and Environment, (New York: Routledge, 2003), Chapter 2: "Energy and Environment." pp.19-45.

Learning Outcomes

The course shall describe various methods for peak demand reduction and conserving energy.

Note: CDM means Conservation and Demand Response.

Successful candidates of this course shall be able to:
- Describe forms and methods of demand management and conservation
- Describe forms and methods of conservation
- Compute benefits of demand management methods
- Compute benefits of conservation programs / tools
- Cost various forms of CDM programs
- Explain and compare various forms of CDM programs
- Identify how innovation contributes to the reduction of peak demand reduction and conserving energy

Topics
Introduction to Energy Efficiency and Demand Response
Demand Response as a Service
Types of Demand Response Programs
Ontario Case: Electricity System and Demand Response
Energy Conservation Mechanisms
Energy Conservation Methods
Energy Efficiency/Demand Response in Energy Planning
Evaluating Energy Efficiency/Demand Response Programs
Regulatory Perspectives in Energy Efficiency
Energy Efficiency Case Study: I
Energy Efficiency Case Study: II
Energy Efficiency Case study: III

Course #3:

Energy Storage and Use (new)

Course Description
This course shall survey and describe new and promising technologies for energy storage.

Suggested Reference Material
Readings and Reference material may be drawn from:

Energy Storage, Robert Huggins, Springer; 2010 edition.

Learning Outcomes
This course shall survey and describe new and promising technologies for energy storage.

Successful candidates of this course shall be able to:
- Describe forms and methods of energy storage systems
- Quantify benefits from different types of storage and identify relevant applications
- Cost various energy storage systems
- Compute efficiency and other performance parameters of energy storage systems
- Recognize the role of innovation in developing energy storage systems

Topics
Types of Energy Storage Technologies and Products
Uses of Energy Storage
Battery Storage
Flywheel Wheels
Compressed Air Energy Storage Systems with Potential for Adiabatic Methods
Pumped Hydro Storage
Fuel Cells
Ice Energy Systems
Economics of Storage
Examples

Course #4:

Electricity Markets (new)

Course Description
Energy business is driven by economics and this course shall discuss various forms of energy and their economic characteristics.

Suggested Reference Material
Readings and Reference material may be drawn from:

Electricity Economics: Regulation and Deregulation, Geoffrey Rothwell, Tomás Gómez, ISBN: 978-0-471-23437-1, February 2003, Wiley-IEEE Press.

Learning Outcomes

This course shall introduce candidates to mega-scale economics and explain characteristics of various types of energy systems.

Successful candidates of this course shall be able to:
Develop a mega-scale economic model
Analyze costs and benefits of different types of energy systems
Analyze and optimize energy market models
Undertake economic valuations of innovation in energy systems

Topics
Formation of Market and Nash Equilibrium
Game Theory
Optimization Basics
Electricity Market Formulation
Electricity Market Settlement
Ancillary Services
Electricity Market – Resource Procurement
Electricity Market – Fixed Tariffs
Real Power Dispatch
Unit Commitment

Course #5:

Final Diploma Project: Concurrently with the final course, the final diploma project is completed. Final diploma projects are expected to be approximately 40 pages double spaced. The topics might include:

Energy Markets – understanding and analysis;
Techno-economic analysis of conservation programs;
Design of demand management programs;
Assessment of smart grid solutions such as smart meters

The project is to comprehend new technologies in energy (innovation) in the context of economics enabling diploma students to make informed decisions in their workplace.

Learning Outcomes

This course shall enable students to focus on a specific topic of interest, analyze and report. The final project shall help shape their learnings and orient it to practical use.

Evaluation (Final Diploma Project)
The project shall be evaluated on a regular basis as below:
● [week 02] Project Scope and Outline (10%)
● [week 04] Literature Review and Basic Design and/or Analysis (20%)
● [week 08] Design and/or Analysis (30%)
● [week 12] Final Report (40%)