



## **SENATE MEETING AGENDA**

**Tuesday, March 7, 2017**



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**Tuesday, March 7, 2017**

**THE COMMONS - POD 250**

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**4:30 p.m.** Light dinner is available

**5:00 p.m.** Committee of the Whole discussion: The Strategic Mandate Agreement (SMA) Process.

P. Stenton will provide a brief update on the SMA process, after which comments and questions are welcome. Note that all Ryerson faculty members are invited to attend this portion of the Senate meeting, in order to provide another opportunity to hear about and discuss the SMA process.

**6:00 p.m.** Senate Meeting starts

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1. Call to Order/Establishment of Quorum

2. Approval of Agenda

**Motion:** *That Senate approve the agenda for the March 7, 2017 meeting*

3. Announcements

Pages 1-6 4. Minutes of Previous Meeting

**Motion:** *That Senate approve the minutes of the January 31, 2017 meeting*

5. Matters Arising from the Minutes

6. Correspondence

7. Reports

Pages 7-16 7.1 Report of the President  
7.1.1 President's Update

Pages 17-23 7.2 Achievement Report

7.3 Report of the Secretary

7.3.1 Senate elections update

## 7.4 Committee Reports

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7.4.1 Report #W2017-2 from the Academic Governance and Policy Committee (AGPC): C. Evans

7.4.1.1 The Academic Standards Committee - offer to respond to Recommendation #2 – [Ombudsperson's 2015-2016 Report](#)

7.4.1.2 The Registrar's Office – offer to work on University's response to Recommendation #3 in the [Ombudsperson's 2015-2016 Report](#)

7.4.1.3 AGPC - to work on “policy about policies”

Page 25-34

7.5 Report #W2017-2 from the Yeates School of Graduate Studies (YSGS): J. Mactavish

7.5.1 Periodic Program Review for Master of Business Administration (MBA) Global Program

**Motion:** *That Senate approve the Periodic Program Review of the Master of Business Administration (MBA) Global Program.*

8. Old Business
9. New Business as Circulated
10. Members' Business
11. Consent Agenda
12. Adjournment



## SENATE MINUTES OF MEETING

Tuesday, January 31, 2017

### MEMBERS PRESENT:

| EX-OFFICIO:               | FACULTY:         | STUDENTS:                   |
|---------------------------|------------------|-----------------------------|
| L. Barnoff                | S. Benda         | N. Naghibi                  |
| M. Bountrogianni          | R. Botelho       | L. Pine                     |
| I. Coe                    | T. Burke         | S. Rakhmayil                |
| T. Duever                 | B. Ceh           | C. Schryer                  |
| C. Evans                  | D. Checkland     | J. Tiessen                  |
| C. Falzon                 | K. Church        | K. Underwood                |
| U. George                 | H. Doshi         | K. Venkatakrishnan          |
| C. Hack                   | C. Dowling       | J. Zboralski                |
| M. Lachemi                | J. Friedman      |                             |
| M. Lefebvre               | E. Harley        |                             |
| J. Mactavish              | R. Hudyma        |                             |
| M. Moshé                  | E. Kam           |                             |
| S. Murphy                 | L. Kolasa        |                             |
| D. O'Neil Green           | K. Kumar         |                             |
| P. Stenton                | D. Mason         |                             |
| J. Winton                 | A. Mathews-David |                             |
| S. Zolfaghari             | A. McWilliams    |                             |
|                           |                  |                             |
| <b>SENATE ASSOCIATES:</b> |                  | <b>EX-OFFICIO STUDENTS:</b> |
| A. M. Brinsmead           |                  | V. Morton                   |
| M. Zouri                  |                  | J. Rodriguez                |
|                           |                  |                             |
| <b>REGRETS:</b>           | <b>ABSENT:</b>   | <b>ALUMNI:</b>              |
| R. Chumak-Horbatsch       | C. Antonescu     | E. Tadesse                  |
| N. Eichenlaub             | P. Danziger      | S. Wehbi                    |
| A. Ferworn                | Y. Derbal        | A. Wong                     |
| H. Lane Vetere            | R. Frankle       |                             |
| N. Piragic                | W. Fraser        |                             |
|                           | Y. Helmy         |                             |
|                           | A. Latif         |                             |
|                           | P. Sugiman       |                             |

1. Call to Order/Establishment of Quorum

2. Approval of Agenda

**Motion:** *That Senate approve the agenda for the January 31, 2017 meeting*

A. McWilliams moved; C. Falzon seconded

**Motion Approved.**

J. Rodriguez requested that a minute of silence be observed in honour of the victims of the attack at the Islamic Cultural Centre in Quebec City on January 29. The meeting agreed and a minute of silence was observed.

3. Announcements

4. Minutes of Previous Meeting

**Motion:** *That Senate approve the minutes of the December 6, 2016 meeting*

A. McWilliams moved; D. Checkland seconded

**Motion Approved.**

5. Matters Arising from the Minutes

6. Correspondence

7. Reports

- 7.1 Report of the President

- 7.1.1 President's Update

President Lachemi provided some brief information about student applications to Ryerson for next year, and indicated that the numbers are consistent with the University's expectations.

The President announced that Senators M. Lefebvre and C. Schryer are the recipients of the 2017 Errol Aspevig Award for Outstanding Academic Leadership.

The President also announced that the provincial government is considering some expansion of universities in the Peel region (i.e., Brampton and Milton, which have high rates of population growth) and has asked for expressions of interest by early March, with final decisions to be made by the end of 2017. Ryerson has been approached by the city of Brampton to work with them on this project, but at this point the University has not made any commitment.

Ryerson will be hosting the 2017 National Women's Volleyball Championship from March 17-19 at the Mattamy Athletic Centre. President Lachemi encouraged Senate members, and all members of the Ryerson community, to attend.

President Lachemi announced that two statements were disseminated to the Ryerson community regarding U.S. President Trump's Executive Order on Immigration, especially regarding any students and faculty who have been affected by it.

President Lachemi mentioned that he has sent his and Ryerson's condolences to the family and colleagues of the Laval University faculty member who was a victim of the shooting at the mosque in Quebec City.

The 4<sup>th</sup> video presentation for this term featured Dr. Linda Maxwell from the Biomedical Zone, who works in collaboration with St. Michael's Hospital. President Lachemi invited members to contact him if they have suggestions for similar videos to be presented at the start of future Senate meetings.

7.2 Report of the Secretary – Election schedule. The Secretary of Senate announced that nominations for the upcoming Senate elections open on February 6, and that voting begins on March 6.

7.3 Update Regarding the Strategic Mandate Agreement (SMA) process: P. Stenton - The Deputy Provost and Vice Provost, University Planning mentioned that there were no further details from the government, but he provided a general overview of the process, and mentioned that Senate will be engaged when more information becomes available. He said that there will also be town halls for further discussion with the Ryerson community. The government is expecting the process to be finalized by June, 2017

J. Rodriguez inquired if there was any information about the meetings between Ryerson and the government to date, and what kind of mechanisms will there be for students to give feedback, especially about possible fee increases. President Lachemi responded that no further information can be provided at this time, but that the process will be opened to the Ryerson community when more information is available, and P. Stenton mentioned that an email address will be provided so that faculty and students can offer suggestions.

#### 7.4 Ombudsperson's Report: N. Farrell

Ryerson's Ombudsperson verbally presented some aspects of her report, hard copies of which were distributed at the meeting. A web version is available at [http://ryerson.ca/senate/agenda/2017/Ombuds\\_report\\_January\\_2017.pdf](http://ryerson.ca/senate/agenda/2017/Ombuds_report_January_2017.pdf)

D. Mason commented on the Report's recommendation regarding additional expectations to pass some courses. He suggested that the University's response provide a reasonable timeline for programs to comply with any requirements that result from the recommendation.

H. Doshi commented on the Ombudsperson's observation that make-up exams are sometimes claimed to be more difficult than the original exams. The Ombudsperson said her observation is based on some professors apparently making announcements to that effect in class and/or on their course outlines.

On behalf of Senate, President Lachemi thanked the Ombudsperson for her thorough report and thoughtful recommendations.

## 7.5 Committee Reports

### 7.5.1 Report #W2017-1 from the Academic Governance and Policy Committee (AGPC): C. Evans

7.5.1.1 Update from the *ad hoc* Academic Policy Review Committee (APRC): M. Moshé provided a brief verbal report on the APRC's progress in the Fall 2016 term; a written version was provided in the agenda. She advised that the committee has conducted surveys and held town halls with students and faculty. A main focus of the committee's work has been on Ryerson's medical/health certificate. More information will be distributed to the Ryerson community as the committee continues its work.

R. Botelho asked if the committee considered conducting a pilot project prior to full rollout of a new medical/health certificate. J. Friedman, Co-Chair of the APRC, responded that a pilot project is under consideration, but that there are logistical challenges to be addressed.

### 7.5.2 Report #W2017-1 from the Academic Standards Committee (ASC): M. Moshé

#### 7.5.2.1 Certificate in Advanced Accounting

**Motion:** *That Senate approve the Chang School Certificate in Advanced Accounting as described in the ASC report*

M. Moshé moved; M. Bountrogianni seconded

**Motion Approved.**

### 7.5.3 Report #W2017-1 from the Curriculum Implementation Committee (CIC): M. Moshé

M. Moshé presented a brief verbal report on the CIC's progress; a written version was provided in the agenda, including the committee's draft principles and goals as requested at a previous Senate meeting. She stated that the committee received positive feedback about open electives, and some challenges were highlighted. In general, students want more open electives, and more advice on which courses to take to achieve their education goals.

D. Checkland suggested that there will be implementation issues. He asked if there will be an implementation proposal by June, 2017. M. Moshé responded that she hopes a revised policy will be available by June, but that the implementation date is yet to be determined as there are a number of issues to be ironed out.

## 7.6 Report #W2017-1 from the Yeates School of Graduate Studies (YSGS): J. Mactavish

### 7.6.1 Professional Masters Diploma in Management of Technology and Innovation

**Motion:** *That Senate approve the PMDip in Management of Technology and Innovation Program and forward to Quality Council for approval*

J. Mactavish moved; I. Coe seconded

**Motion approved**

7.6.2 Periodic Program Review for Masters of Nursing Program

**Motion:** *That Senate approve the Periodic Program Review of the Masters of Nursing Program*

J. Mactavish moved; M. Bountrogianni seconded

**Motion Approved.**

7.6.3 Periodic Program Review for Masters of Documentary Media Program

**Motion:** *That Senate approve the Periodic Program Review of the Masters of Documentary Media Program*

J. Mactavish moved; C. Falzon seconded

**Motion Approved.**

7.6.4 Periodic Program Review for Aerospace Engineering Graduate Programs

**Motion:** *That Senate approve the Periodic Program Review of the Aerospace Engineering Programs*

J. Mactavish moved; T. Duever seconded

**Motion Approved.**

7.6.5 For Information: Curriculum Modification (Minor)

On January 12, 2017 YSGS Council approved the removal of BE8002 Seminar as a requirement for MEng students in the Biomedical Engineering program.

7.6.6 For Information: Curriculum Modifications (Minor)

Name changes for PMDip programs approved at the October 2015 Senate meeting

7.6.6.1 Canadian Business for International Students and New Canadians changed to Canadian Business

7.6.6.2 Chartered Financial Accountant changed to Accounting

7.6.6.3 Certified Financial Analyst changed to Financial Analysis

7.6.6.4 Finance and Social Innovation changed to Finance for Social Innovation

8. Old Business

9. New Business as Circulated

10. Members' Business

11. Consent Agenda

11.1 Academic Integrity Office (AIO) 2015-2016 Report

The written report is in the agenda package, but D. Checkland indicated at the outset of the meeting that he wanted to discuss this item, so it was considered to be part of the meeting agenda. He mentioned that it was the first report since the implementation of the revised Policy 60. He highlighted the data on the number of cases in which the new grade-reduction penalty was applied; the number of cases from the Chang School, which possibly reflect three changes in the revised policy; and the number of cases in which two instances of academic misconduct led to a penalty hearing – that used to be an automatic outcome under the old policy, but now a review is conducted to determine if a penalty hearing is warranted.

11.2 Periodic (5-Year) Review of the Ryerson Centre for Immigration and Settlement (RCIS)

11.3 Course Change Summary Forms:

[http://ryerson.ca/senate/agenda/2017/Course\\_Change\\_Forms\\_Jan\\_2017.pdf](http://ryerson.ca/senate/agenda/2017/Course_Change_Forms_Jan_2017.pdf)

Faculty of Arts: *Languages, Literatures and Cultures; Philosophy*

Faculty of Community Services: *Child and Youth Care*

Faculty of Science: *Computer Science*

Ted Rogers School of Management: *Human Resources Management/ Organizational Behaviour*

12. Adjournment

The meeting adjourned at 6:35 p.m.

**Ryerson University**  
**President's Update to Senate**  
**March 7, 2017**

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**Stuart McLean**, professor emeritus and former director of the broadcast division of the Ryerson School of Journalism, award-winning author, journalist and humorist, and beloved host of the CBC Radio program *The Vinyl Cafe* passed away on February 15th at age 68. A three-time winner of the Stephen Leacock Memorial Medal for Humour, he was appointed an Officer of the Order of Canada in 2011.

**Richard B. Wright** (RTA '59, Alumni Award of Distinction '08), distinguished Canadian writer, passed away February 7th at age 79. Author of fifteen novels published around the world, his best known work, *Clara Callan*, won the 2001 Giller Prize, the 2001 Governor General's Literary Award for fiction and the 2002 Trillium Book Award. He was appointed a member of the Order of Canada in 2007.

**Congratulations –**

- Salah Bachir CM (Doctor of Laws *honoris causa* '15), has been named 2016 Outstanding Volunteer Fundraiser by the international Association of Fundraising Professionals (AFP), recognizing leadership and outstanding skills in coordinating and motivating donors and volunteers for fundraising projects that benefit charities and nonprofit organizations.
- ReMAP has announced U.S. Food and Drug Administration (FDA) clearance, and licensing from Health Canada, enabling the North American commercial launch of its Machine-vision Image Guided Surgery (MIGS™) system for spine surgery, developed by Victor Yang, Ryerson Canada Research Chair in Bioengineering and Biophotonics, in collaboration with the Sunnybrook Research Institute.
- Josh Clavir (Image Arts '10, Master's in Digital Media '15) won the Narrative Feature Grand Jury Prize at the Utah Slamdance Film Festival in January for *Dim the Fluorescents*, the first feature film he ever produced. Ryerson graduate Chet Tilokani (Image Arts '11) was director of photography on the film.

**YSGS contest winners** – The Yeates School of Graduate Studies announced the winners of the 2016-17 "Why Ryerson?" contest on February 2nd in which graduate students reflected on why they chose to attend Ryerson for graduate school – in 20 words or less:

*At Ryerson, you're surrounded by a vibrant, global energy, where everything is possible; it pulses with life.* (1st Place: Kathleen Stewart, Psychology MA)

*I chose Ryerson for my graduate education because of the depth of expertise and diversity of culture found on campus.* (2nd Place: Joseph Ariwi, Spatial Analysis MSA)

*Ryerson offers interdisciplinary graduate programs that connect all six academic faculties to help students achieve their personal and professional goals.* (3rd Place: Anam Ahmad, Environmental Applied Science and Management MSc)

*As an aspiring entrepreneur, resources available here will take me from where I am to where I want to be.* (Honourable mention: Nelson Kimron Corion, Digital Media MDM)

*Nowhere else has a practicum for English; that kind of opportunity is remarkable.* Honourable mention: (Adriana Sgromo, Literatures of Modernity MA)

*I chose Ryerson for its ability to welcome a variety of students from diverse backgrounds into its community.* (Honourable Mention: Christine Sweeny, MBA Global)

**Hyperloop** – In January the Ryerson International Hyperloop Team (RIHT) joined 27 other teams from around the world in Hawthorne, California for the SpaceX Hyperloop Competition. The first of its kind in the world, the purpose of the competition is to accelerate the development of Hyperloop prototypes by involving university students in the process. Conceptualized by SpaceX and Tesla founder Elon Musk, the Hyperloop transit system consists of giant tubes transporting pods at high speed. In 2016 RIHT won the Subsystem Innovation Award for a wheel-deployment system which would act as a safety precaution if a pod's magnetic levitation or air bearings fail, and was invited to present its technology during the 2017 competition. As exhibitors, the team unveiled its work to Hyperloop innovators from around the globe, to tremendous success and interest from engineers and companies. I had the opportunity to meet with the team before the trip, and their achievements are very impressive, not just in technology but in the depth of their experiential learning and success raising over \$200,000 from 20 sponsors.

**Centre for Urban Innovation (CUI)** – On February 7th Ryerson unveiled plans for a research, incubation and commercialization hub focused on urban infrastructure issues. Designed by acclaimed architectural firm Moriyama & Teshima Architects, the 40,000-square-foot facility will largely adapt the 1886 heritage building at 44 Gerrard Street East that once housed Canada's first pharmacy school. The building has been part of Ryerson since 1963, first housing the department of architectural technology and later the performance and journalism programs. The design preserves the original three-storey historic building, inserting two additions with green roofs. The purpose-built facilities dedicated to research are joined to the heritage building with sky-lit open spaces, retaining the distinctive features of the original 1880's lab and the original 19th century lecture hall. Consistent with Ryerson's long-standing commitment to sustainability, the project is designed to LEED Silver standards, reusing the existing building and reducing the construction footprint. Major funding of \$19.8 million was provided by the federal government and the building is scheduled to open in September 2018.

**Business Innovation Hub (BIH)** – A pilot project partnering the Ted Rogers School of Management (TRSM) and CIBC Mellon is set to transform the business education experience for university students. Over a four-month period, a diverse group of Ryerson undergraduates and CIBC Mellon employees are meeting daily at the financial services company to imagine its future in a fast-changing technological environment. The new program goes a step beyond the traditional co-operative education model with five Ryerson students and five CIBC Mellon employees collaborating as equals with no set question to answer at the outset, but a mandate to learn about opportunities and roadblocks at CIBC Mellon and explore the potential for technology and other tools to achieve company objectives. The joint team will present their findings and recommendations to senior officials of CIBC Mellon and Ryerson in April.

**Business Mission to L.A.** – Charles Falzon, Dean of the Faculty of Communication and Design, joined 22 Toronto companies and organizations as part of a delegation led by Mayor John Tory and Councillor Michael Thompson (Ward 37 Scarborough Centre), Chair of the Economic Development Committee, on a mission to Los Angeles to build investment in Toronto (\$800 million in 2016). Five events were hosted with influential decision makers from across the Los Angeles screen production spectrum, strengthened by the presentation of the City's plan for improving Toronto's screen-based infrastructure, customer service and labour force development. Toronto has one of the largest screen-based (film, television, commercials and animation) industries in North America, employing 30,000 people, and contributing more than \$1 billion to Toronto's economy – including Ryerson creative talent, leading-edge skills and technological innovation, energy and long-term education and research for a sustainable global industry.

**Diversity is our strength** – Thank you to the hundreds of university and community members who gathered together in a candlelight vigil January 30th to honour the six people killed in the shooting at the Quebec City mosque on January 29th: Khaled Belkacemi, Azzedine Soufiane, Aboubaker Thabti, Abdelkrim Hassane, Mamadou Tanou Barry, and Ibrahima Barry. Spiritual, civic and community leaders

came together to offer prayers of love, peace and unity, and to express solidarity, understanding and support. At Ryerson we are dedicated to the celebration of diversity and the advancement of inclusion, and proud to reaffirm the values we live and share.

**The power of activism** – Black History month reminds us of stories of sadness and of hope. In winter 2017, the Ryerson Image Centre (RIC) and Black Artist's Networks Dialogue (BAND) are partnering to present *Power To The People: Photography and Video Of Repression and Black Protest*, exhibitions exploring historical and ongoing struggles for justice between people of colour and police forces representing the state. *Attica USA 1971: Images and Sounds of a Rebellion; Birmingham, Alabama, 1963: Dawoud Bey/Black Star; Adam Pendleton: My Education, A Portrait of David Hilliard; and From the Collection: Sister(s) in the Struggle* will be on view at the RIC from January 18 to April 9. BAND presents *No Justice, No Peace: From Ferguson to Toronto* at the Gladstone Hotel from February 2 to 26.

**Hidden No More** – The Faculty of Science and Ryerson Career Centre hosted an event on January 20th to celebrate the achievements and contributions of women in STEM – science, technology, engineering and math, including a screening of the film *Hidden Figures*. Ryerson Dean of Science Imogen Coe and PhD student Leslie Bone, president of Women in Science at Ryerson, welcomed special guest Lieutenant Governor Elizabeth Dowdeswell and an audience of students and community members to introductory remarks by Dr. Shohini Ghose, professor of physics and computer science and director of the Centre for Women in Science at Wilfrid Laurier University, who shared the challenges she has faced as a woman in STEM. While *Hidden Figures* reveals the struggles and brilliant contributions of African-American NASA space scientists, Dr. Ghose reminded students that the film also shows how many stories of women in STEM are yet to be told.

**"I really think our salvation is with the little ones"** – Wanda Robson, the 90-year-old sister of Canadian civil rights activist Viola Desmond, joined Ryerson on February 9th to celebrate Viola's place in history as the first Black female Canadian to appear on our currency, joining past recipients of the Viola Desmond Day awards and the Viola Desmond Bursary. An activist herself, Wanda Robson was on a short speaking tour to share her sister's story, and was one of a group of trailblazing Black Canadians who spoke at Historica Canada's Black History Month event on February 8th at the Royal Conservatory of Music. Earlier in the day, she visited with students at Chartland Junior Public School and was impressed with their interest and enthusiasm. "I think that change is up to the population who know, who understand," she said. "But I really think our salvation is with the little ones." Now in their ninth year, the Viola Desmond Awards will take place at Ryerson on March 6th.

**Holocaust remembrance** – In 2005, the United Nations declared January 27th the International Day of Holocaust Remembrance "to instill the memory of the tragedy in future generations to prevent genocide from occurring again." On this date Ryerson invited members of the community to an event entitled "What can be learned from the Holocaust?" acknowledging that universities and their educated graduates played a role in the Holocaust and that institutes of higher learning have a responsibility to help prevent acts of racism and genocide. Following my opening remarks, the overflow audience heard presentations by Judy Weissenberg Cohen, Holocaust survivor of Auschwitz and editor of *Women and the Holocaust*, and Ryerson history professor Tomaz Jardim, author of *The Mauthausen Trial*. The event concluded with a Q&A with alumnus Yuri Dojc (Image Arts '74) about *The Last Folio*, his multimedia exhibition commemorating the lives of Holocaust survivors.

**Shades of Our Sisters** – A group of Ryerson media production students created an art installation honouring the lives of Missing and Murdered Indigenous Women (MMIW), Girls, Transgender and Two Spirit peoples. Developed as part of the team's final thesis, the project tells the stories of Patricia Carpenter, murdered in 1992, and Sonya Cywink, killed in 1994, through short films and exhibits. In indigenous culture when a person passes away, their essence and the memories of them are the

“shades” left behind. Inspired by the families who want young people to be aware of the issues and become active in reconciliation, a mobile by a Cree artist captures more than 1,000 paper feathers, each sent by young students who were asked to write messages on them such as why they love a certain woman in their life, or what they have learned from her – and the response was overwhelming. The project is a collaboration among three indigenous producers (Maggie Cywink, Alex Cywink and Maggie Carpenter), and eight Ryerson media production students (Laura Heidenheim, Executive Producer, Michael Rebellato, Story Writer/Researcher; Josephine Tse, Project Manager/Digital Director; Melissa Gonzalez, Editor/Cinematographer; Adam Gualtieri, Director of Photography/Assistant Editor; Tomas Maturana, Artistic Director/ Curator; Joshua Howe, Financial Officer/Marketing Director; and Antonietta Emmanuel, Director of Audio). *Shades of our Sisters* was presented from February 17 to February 19 in the Tecumseh Auditorium at Ryerson – then travels to Alderville, Ontario from February 21st to 22nd, and Espanola, Ontario from February 24th to 25th, the hometowns of the Cywinks and the Carpenters.

**Reimagining Canada, the Next 150** – At the Ryerson Social xCHANGE event of January 27-29th participants were invited to reflect on the theme of Canada’s sesquicentennial by considering the question: “What is the greatest challenge or opportunity that Canada offers your generation?” and to focus on the sub-themes of youth engagement, diversity and inclusion, reconciliation with indigenous peoples, and environmental stewardship, with a view to creating a legacy for coming generations. Special guest and keynote speaker Dennis Edney (Doctor of Laws honoris causa ’16), distinguished visiting professor in the Faculty of Arts, shared his experiences representing Omar Khadr and encouraged everyone to work for social change.

**Therapeutic dance program** – Jennifer Lapum, Daphne Cockwell School of Nursing, and Jennifer Martin, School of Child and Youth Care (CYC), are partnering with Boost Child & Youth Advocacy Centre, and arts-based organization Unity, to launch Sole Expression, a five-year research project funded by a \$1.1 million grant from the Public Health Agency of Canada to study dance-based intervention among youth who have experienced child abuse or family violence. Accompanied by a trauma therapist and led by Unity dance instructors with training in trauma, young people will learn hip-hop choreography over the 10-week program, then instead of talking about their traumatic experiences, will use mindfulness and movement to regulate their emotions, integrate with other participants and develop community and empowerment. Sole Expression will also provide a supplement to traditional mental health supports such as therapy, for which there are often long wait times. The program will be assessed by researchers through interviews, surveys and focus groups with dance-intervention facilitators. The project team includes research coordinators Sara Cowan (Psychology MA ’12/PhD ’16) and Emmie Henderson-Dekort, a master’s student in CYC; and Sole Expression advisory committee members Joe Blake, a master’s student in CYC, and Cassandra Myers, an undergraduate student in CYC.

**ArchSci design project** – Each year, students from all years in the Department of Architectural Science undertake a collaborative exercise spending four days designing a solution to a real problem facing society. Given predictions associated with climate change, professor George Kapelos selected heat waves as this year’s theme, and students were asked to envision achievable solutions for low-income residents living in highrise buildings. Designs had to take a variety of factors into account, including the placement of cooling centres, how to make them accessible and useful to various demographics, and how to create real solutions without a huge investment. Student proposals included ingenious ideas such as misting stations and wind capture, greenery to provide shade and combat the urban heat island effect, a lightweight modular scaffolding structure where one parking space is converted into a misting area and another becomes a green canopy, and a pavilion that can be used year-round with a heated area in winter and cooling in the summer. The objective is to get students to work together on real solutions, and the designs will be taken to Public Health and the community for feedback.

**Ryerson and Canadian University Dubai** –The second annual Ryerson Global Innovation Challenge chose four teams from a competitive field of twelve to undertake a two-week trip to the United Arab Emirates (UAE) with the goal of collaborating with students from the Canadian University Dubai to pitch social innovation ideas to local business leaders and entrepreneurs, and receive constructive feedback on how to bring their ideas to market. Selected by a panel of judges comprised of Ryerson zone learning leaders and a representative from the Consulate General of UAE, the four winning teams are:

- **Akhdar** – Aisha Chaudhry, Omar El Araby, Pavneet Sandhu and Savreen Gosal (Business Management), Samarth Arabastani (Electrical Engineering) proposing a business plan to collect cooking oil waste from local restaurant chains and produce biodiesel fuel;
- **RyeInnovators** – Ayesha Kirami , Samra Ramzan (Business Management), Fatima Jiwan, Azam Qureshi (Public Administration & Governance), Justin Macpherson (Biomedical Engineering) with Connect-Us, an online platform for connecting students and recent graduates in the Arab region to forge strong professional networks;
- **Radius** – Shanghavy Karunakaran (Retail Management), Vilirsa Rajadurai, Carol Xie (Business Management), Simba Wakatama (Mechanical Engineering), offering an online management tool for young entrepreneurs in neighbouring Saudi Arabia, including access to resources, funds and mentoring needed to launch their start-ups;
- **StackFarm** – Sofia Ahmed (Chemical Engineering), Revant Kumar (Mechanical Engineering), Lakshmi Menon (Biomedical Science), Christopher Bright (Business Management), Runyi Zhou (Economics and Management Science) devised an affordable hydroponic system for city dwellers to grow fresh, healthy produce requiring less soil and water.

**Pilot program for PhDs** – A pilot program launched in November 2016 partnering the Yeates School of Graduate Studies, the Faculty of Science and the Ryerson Career Centre is helping graduate students sell their skills on the job market. *Industry Insights and Navigating Networks (IINN)* is offered in two modules (November 2016 and February 2017) and is connecting 20 biomedical physics PhD students (83 per cent of the full cohort) to a range of industries aligned to their studies, building professional development skills and networks, and helping explore diverse career paths inside and outside academia. The program culminates in March with a networking forum bringing together students, faculty and industry professionals. The goal of the program is to prepare PhD students to navigate conditions outside of academia for after their studies, and to raise the profile of Ryerson PhD students with industry.

**TRSM professional diploma** – The Ted Rogers School of Management is launching a new Professional Master's Diploma in Accounting accredited by the Chartered Professional Accountants of Ontario (CPA Ontario) under the CPA National Recognition and Accreditation Standards for Post-Secondary Institutions, enabling graduates to accelerate their careers and their standing in the CPA program. The industry-focused, 12-week diploma launches in May and will help accounting graduates fast-track completion of core and elective modules in the CPA Professional Education Program (PEP) to earn their CPA designation. CPA accreditation continues the upward trajectory of our School of Accounting & Finance, showcasing the program's strength, academic rigour and excellence. The new Professional Master's Diploma in Accounting joins professional master's diplomas in Enterprise Information Security, Privacy and Data Protection; Canadian Business; and Finance for Social Innovation.

**New Chang School course for public servants** – The Chang School of Continuing Education is partnering with Urban+Digital to offer *Digital Government and Civic Tech*, a new course for the next generation of government innovators. Taught for the first time this March by Urban+Digital director Gabe Sawhney, the class will introduce public servants to the tools and processes of technology and design, and help them identify opportunities to apply those skills in their own roles and prepare them to lead digital transformation in the public sector. With a strong focus on case studies and practical applications, the

course will cover emerging best practices in digital government including prototyping, human-centred design, and agile project management. By the end of the course, students will be familiar with the tools, methods, and processes of digital government, and be able to identify opportunities to apply them to their own work. Urban+Digital promotes and enables civic technology and design, civic education, and collaboration between the public, private and not-for-profit sectors.

**Science Discovery Zone** – A new zone was launched on January 13th under the guidance of Ryerson Zone Learning and the Faculty of Science, and directed by Bryan Koivisto (Chemistry & Biology). In response to input on the founding principles the zone should reflect, the SDZ will be committed to developing a space for innovation that is not necessarily leading to starting a business, building a physical lab space where members can validate and prototype their scientific inventions and discoveries, and partnering with the public-private sector to engage students in helping solve real-world corporate challenges. The SDZ will be a safe place to fail – without judgement – recognizing and encouraging the understanding that breakthroughs are realized through a series of responsive learning experiences and adjustments that lead to discovery. The startups and projects currently at SDZ include: uBioDiversity, a company that uses sequencing technology to catalogue bacterial populations and provides customer recommendations for a healthier microbiome; SARA, a project that uses social media to deliver educational content to students; Microbe Hub, a team that produces composting kits to encourage students to establish a vermicomposting system in their school; and KBox, a project that revitalizes the everyday lunchbox to maintain a warm and cold compartment. SDZ is also partnering with the Food Innovation Hub based on shared interests in design thinking (evidence-based innovation) and the improvement of our food ecosystem. The SDZ will be hosting an alumni mentoring event and open house in April 2017.

**Sandbox by DMZ** – On February 2nd the Digital Media Zone launched Sandbox, its community arm offering free programs teaching creative, digital and entrepreneurial skills to Ryerson students and the general public. Located in the Student Learning Centre (SLC), Sandbox by DMZ is collaborating with leading North American companies and organizations including Red Bull, MaRS Discovery District, RBC and RED Academy. Although not a “zone,” the space will be a gateway for great ideas to connect with Ryerson’s zone network. Current offerings at Sandbox by DMZ include: *The Knowledge Drop by Red Bull*, providing hands-on classes in music production, photography and videography; *Digital Discovery* in partnership with RED Academy, providing workshops in web development, computer coding and UI/UX design; and *Design Jam*, working with internal and external organizations on ideas and innovative solutions for issues facing students at Ryerson or communities in the GTA.

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

**January 12, 2017:** I was pleased to offer a welcome to the New Faculty Orientation Part 2 following up Part 1 last fall, checking in with new colleagues to ensure they are doing well.

**January 12, 2017:** I met with David Esch and members of the board of directors of the Norman Esch Foundation to recognize and discuss support for student innovation and invention.

**January 12, 2017:** Ryerson hosted a meeting with representatives from the City of Brampton (Harry Schlange, CAO; Michelle McCollum, Senior Manager Strategic Development; and Bob Seguin, Advisor Economic Development), to discuss partnership opportunities and initiatives.

**January 13, 2017:** The Council of Ontario Universities (COU) set up a call for university executive heads with Sheldon Levy, Deputy Minister of Advanced Education and Skills Development, on major capacity expansion in Peel and Halton regions.

**January 13, 2017:** I was delighted to spend some time with the Ryerson Hyperloop Team to congratulate them on their performance in the Tesla initiative, and to offer my support.

*January 16, 2017:* As part of our response on truth and reconciliation, I hosted a meeting to discuss the expansion of aboriginal faculty at Ryerson.

*January 17, 2017:* It was a pleasure to be invited to City Hall to give Toronto and East York councillors the opportunity to share ideas and thoughts with the new Ryerson president.

*January 23, 2017:* I had a lunch meeting with Noble Chummar, Cassels Brock, to discuss developments in education and collaboration with the law firm.

*January 24, 2017:* Ryerson hosted a meeting with CivicAction (CEO Sevaun Palvetzian and Linda Weichel, Vice President Initiatives) to discuss working together on mental health.

*January 24, 2017:* I joined TRSM Dean Steven Murphy and Interim Provost and Vice-President Academic Chris Evans for a very positive meeting with the ACSB Peer Review team (Dean Kjell Knudsen, University of Minnesota Duluth; Dean Michael Benarroch, University of Manitoba; and Dean William Keep, The College of New Jersey).

*January 24, 2017:* Ryerson welcomed Linamar on a visit to the DMZ, led by president and CEO Linda Hasenfratz (Doctor of Engineering *honoris causa* '03).

*January 25, 2017:* Assistant vice-president international Anver Saloojee and I met with Lakehead University president Brian Stevenson to discuss international collaboration.

*January 25, 2017:* The NSERC Foundation Lecture held at the St. Michael's Hospital Li Ka Shing Knowledge Institute was delivered by Polanyi research award winner Barbara Sherwood Lollar, research chair in isotopes of the earth and environment at the University of Toronto, and welcomed special guests Mario Pinto, president of NSERC, and Nobel laureate John Polanyi.

*January 26, 2017:* Breakfast with the president has become a tradition, and I was delighted that 1,800 students responded to my invitation to the "Winter Welcome Back" at the MAC.

*January 26, 2017:* I had a lunch meeting with Lawrence Zucker, president & CEO of real estate and development firm Osmington Inc., to discuss collaboration on city-building.

*January 27, 2017:* Franca Gucciardi, CEO of the Loran Scholars Foundation, was on campus to offer an update on the program.

*January 27, 2017:* I was pleased to sign a new Ryerson Memorandum of Understanding with the Canadian University Dubai.

*January 30, 2017:* I attended the speech on bilateral relations by David MacNaughton, Canada's ambassador to the United States, held at The Empire Club of Canada.

*January 30, 2017:* Ryerson's iBoost zone hosted Robert Hardt, president and CEO Siemens Canada to discuss experiential learning.

*February 3, 2017:* Ryerson hosted a meeting with Blake Goldring, Chairman & CEO of AGF Management Limited and Angela Mondou, President of Canada Company to discuss partnering on developing programs for veterans.

*February 5-7, 2017:* The Universities Canada Converge 2017 conference reflected on the Canada we want to see in 2067, and included the opportunity for Ryerson and partners Simon Fraser University (Andrew Petter) and the University of Ontario Institute of Technology (Tim McTiernan) to meet with the Hon. Navdeep Bains, Minister of Innovation, Science & Economic Development; to meet Ted Hewitt, president of SSHRC; and to lead a table discussion on 'Mobilizing Generation 2017. It was a special pleasure to meet with alumnus Ross Mutton (Radio & Television Arts '75).

*February 9, 2017:* Ryerson met with Mayor John Tory to discuss city-building, in particular the potential offered by working together on the Moss Park initiative to benefit the community.

*February 2, 2017:* In sympathy and support, I attended the funeral for Université Laval colleague Khaled Belkacemi and fellow Canadians who were victims of the Quebec City mosque tragedy.

| <b>2017 RYERSON AWARD RECIPIENTS</b>  |  |
|---|--|
| <b>TEACHING AND EDUCATION AWARDS</b>  |  |
| <b>Chancellor's Award of Distinction</b>  |  |
| <b>Janice Waddell</b> , Daphne Cockwell School of Nursing, Faculty of Community Services                            |  |
| <b>President's Award of Teaching Excellence</b>   |  |
| <b>Dana Lee</b> , RTA School of Media, Faculty of Communication and Design  |  |
| <b>Provost's Experiential Teaching Award</b>  |  |
| <b>Christopher Gibbs</b> , School of Hospitality & Tourism Management, Ted Rogers School of Management              |  |
| <b>Vicki Van Wagner</b> , Midwifery Education Program, Faculty of Community Services                                |  |
| <b>Provost's Innovative Teaching Award</b>  |  |
| <b>Marni Binder</b> , School of Early Childhood Studies, Faculty of Community Services                              |  |
| <b>Yeates School of Graduate Studies Outstanding Contribution to Graduate Education Awards</b>                      |  |
| <b>Deborah Fels</b> , Master of Business Administration Program, School of Information Technology Management        |  |
| <b>Wendy Freeman</b> , Master of Professional Communication Program, School of Professional Communication           |  |
| <b>Mehrab Mehrvar</b> , Environmental Applied Science and Management Graduate Program, Chemical Engineering         |  |
| <b>Ali Miri</b> , Computer Science Graduate Program, Department of Computer Science                                 |  |
| <b>Candice Monson</b> , Psychology Graduate Program, Department of Psychology                                       |  |
| <b>Pamela Robinson</b> , Urban Development, School of Urban and Regional Planning                                   |  |
| <b>Krishnan Venkatakrishnan</b> , Graduate Program, Mechanical and Industrial Engineering                           |  |
| <b>Deans' Teaching Awards - Faculty (RFA)</b>   |  |
| <b>Jonathon Anderson</b> , School of Interior Design, Faculty of Communication and Design                           |  |
| <b>Ebrahim Bagheri</b> , Electrical and Computer Engineering, Faculty of Engineering and Architectural Science      |  |
| <b>Roberto Botelho</b> , Department of Chemistry and Biology, Faculty of Science                                    |  |
| <b>Tara Collins</b> , School of Child and Youth Care, Faculty of Community Services                                 |  |
| <b>Anthony Francescucci</b> , Department of Marketing Management, Ted Rogers School of Management                   |  |
| <b>Sharonna Greenberg</b> , Department of Chemistry and Biology, Faculty of Science                                 |  |
| <b>Sarah Henstra</b> , Department of English, Faculty of Arts   |  |
| <b>John Shiga</b> , School of Professional Communication, Faculty of Communication and Design                       |  |
| <b>Farid Shirazi</b> , Information Technology Management, Ted Rogers School of Management                           |  |
| <b>June Yee</b> , School of Social Work, Faculty of Community Services  |  |
| <b>Fei Yuan</b> , Electrical and Computer Engineering, Faculty of Engineering and Architectural Science             |  |
| <b>Deans' Teaching Awards - Contract Lecturers (CUPE 1 and 2)</b>   |  |
| <b>Peter Bakogeorge</b> , School of Journalism, Faculty of Communication and Design                                 |  |
| <b>Paul Chafe</b> , Department of English, Faculty of Arts  |  |
| <b>Omar Ha-Redeye</b> , Department of Law and Business, Ted Rogers School of Business Management                    |  |
| <b>Chelsea Jones</b> , School of Disability Studies, Faculty of Community Services                                  |  |
| <b>Melissa Moos</b> , School of Occupational and Public Health, Faculty of Community Services                       |  |
| <b>Nagina Parmar</b> , Department of Chemistry and Biology, Faculty of Science                                      |  |
| <b>Nagina Parmar</b> , Science Program Area - Biology, The G. Raymond Chang School of Continuing Education          |  |
| <b>Shahryar Rafiei</b> , Department of Civil Engineering, Faculty of Engineering and Architectural Science          |  |
| <b>Anna Romanovska</b> , School of Fashion, Faculty of Communication and Design                                     |  |
| <b>SCHOLARLY, RESEARCH AND CREATIVE ACTIVITY AWARDS</b>   |  |
| <b>Sarwan Sahota Ryerson Distinguished Scholar Award</b>  |  |
| <b>Ruth Panofsky</b> , Department of English, Faculty of Arts   |  |
| <b>Dérick Rousseau</b> , Department of Chemistry and Biology, Faculty of Science                                    |  |
| <b>Collaborative Research Award</b>   |  |
| <b>Judy Finlay</b> , School of Child and Youth Care, Faculty of Community Services                                  |  |
| <b>Early Research Career Excellence Award</b>   |  |
| <b>Sharareh Taghipour</b> , Mechanical and Industrial Engineering, Faculty of Engineering and Architectural Science |  |
| <b>Scott Tsai</b> , Mechanical and Industrial Engineering, Faculty of Engineering and Architectural Science         |  |
| <b>Knowledge Mobilization and Engagement Award</b>  |  |
| <b>Jennifer Lapum</b> , Daphne Cockwell School of Nursing, Faculty of Community Services                            |  |

|   |   |                               |                                |                               |                            |   |   |   |                                      |   |   |                             |   |   |                            |   |
|---|---|-------------------------------|--------------------------------|-------------------------------|----------------------------|---|---|---|--------------------------------------|---|---|-----------------------------|---|---|----------------------------|---|
| <b>Social Innovation and Action Research Award</b><br><b>Ben Barry</b> , School of Fashion, Faculty of Communication and Design<br><b>Josephine Wong</b> , Daphne Cockwell School of Nursing, Faculty of Community Services   |   |                               |                                |                               |                            |   |   |   |                                      |   |   |                             |   |   |                            |   |
| <b>Deans' Scholarly, Research and Creative Activity Awards</b><br><b>Alagan Anpalagan</b> , Electrical and Computer Engineering, Faculty of Engineering and Architectural Science<br><b>Rupa Banerjee</b> , Human Resources Management & Organizational Behaviour, Ted Rogers School of Management<br><b>Ben Barry</b> , School of Fashion, Faculty of Communication and Design<br><b>Nick Bellissimo</b> , School of Nutrition, Faculty of Community Services<br><b>Colleen Derkatch</b> , Department of English, Faculty of Arts<br><b>Farhad Ein-Mozaffari</b> , Department of Chemical Engineering, Faculty of Engineering and Architectural Science<br><b>Carolyn Kane</b> , School of Professional Communication, Faculty of Communication and Design<br><b>Richard Meldrum</b> , School of Occupational and Public Health, Faculty of Community Services<br><b>Andriy Miranskyy</b> , Department of Computer Science, Faculty of Science<br><b>Ali Miri</b> , Department of Computer Science, Faculty of Science<br><b>Horatio Morgan</b> , Global Management Studies, Ted Rogers School of Management<br><b>Nima Naghibi</b> , Department of English, Faculty of Arts<br><b>Robert Teigrob</b> , Department of History, Faculty of Arts |   |                               |                                |                               |                            |   |   |   |                                      |   |   |                             |   |   |                            |   |
| <b>SERVICE AND LEADERSHIP AWARDS</b>  |   |                               |                                |                               |                            |   |   |   |                                      |   |   |                             |   |   |                            |   |
| <b>President's Blue and Gold Award of Excellence</b><br><b>Heather Lane Vetere</b> , Vice-Provost, Students<br><b>Denise O'Neil Green</b> , Assistant Vice-President/Vice-Provost Equity, Diversity and Inclusion (AVP/VP EDI)<br><b>First Year Engineering Office Team:</b><br><b>Lamyia Amleh</b> , Department of Civil Engineering, Faculty of Engineering and Architectural Science<br><b>Luaay Hussein</b> , Dean's Office, Faculty of Engineering and Architectural Science<br><b>Shawzma Multani</b> , Dean's Office, Faculty of Engineering and Architectural Science<br><b>Martina Novacic</b> , Dean's Office, Faculty of Engineering and Architectural Science<br><b>Atifa Rasoul</b> , Dean's Office, Faculty of Engineering and Architectural Science  |   |                               |                                |                               |                            |   |   |   |                                      |   |   |                             |   |   |                            |   |
| <b>Alan Shepard Equity, Diversity and Inclusion Employee Award</b><br><b>Kerri Bailey</b> , Facilities Management and Development<br><b>O'neil Edwards</b> , Spanning the Gaps, The G. Raymond Chang School of Continuing Education<br><b>Myer Siemiatycki</b> , Department of Politics and Public Administration, Faculty of Arts  |   |                               |                                |                               |                            |   |   |   |                                      |   |   |                             |   |   |                            |   |
| <b>Errol Aspevig Award for Outstanding Academic Leadership</b><br><b>Madeleine Lefebvre</b> , Chief Librarian, Ryerson Library and Archives<br><b>Catherine Schryer</b> , School of Professional Communication, Faculty of Communication and Design   |   |                               |                                |                               |                            |   |   |   |                                      |   |   |                             |   |   |                            |   |
| <b>Linda Grayson Administrative Leadership Award</b><br><b>Philip Cox</b> , Facilities Management and Development<br><b>Michael Forbes</b> , University Relations   |   |                               |                                |                               |                            |   |   |   |                                      |   |   |                             |   |   |                            |   |
| <b>Larissa Allen Employee Experience Staff Award</b><br><b>Jennifer Gonzales</b> , Student Life, Student Affairs  |   |                               |                                |                               |                            |   |   |   |                                      |   |   |                             |   |   |                            |   |
| <b>Julia Hanigsberg Make Your Mark Staff Awards</b><br><b>Marietta Canlas</b> , School of Graphic Communications Management, Faculty of Communication and Design<br><b>Loudanski Gumbs</b> , Integrated Risk Management<br><b>Arlene Throness</b> , Food Services, University Business Services<br><b>Ryerson Lifeline Syria Challenge Team:</b>  |   |                               |                                |                               |                            |   |   |   |                                      |   |   |                             |   |   |                            |   |
| <table> <tr> <td><b>Jiwon Bang</b>, The Chang School</td> <td><b>Amanda Gaspard</b>, OVPRI</td> </tr> <tr> <td><b>Todd Carmichael</b>, OVPRI</td> <td><b>Alexandra Hong</b>, OVPRI</td> </tr> <tr> <td><b>Lee Chapman</b>, OVPRI</td> <td><b>Anna Hubert</b>, University Advancement</td> </tr> <tr> <td><b>Sergio Chiodo</b>, University Advancement</td> <td><b>Samantha Jackson</b>, The Diversity Institute, TRSM</td> </tr> <tr> <td><b>Tim Chiu</b>, Financial Services</td> <td><b>Emma Jankowski</b>, Student Affairs</td> </tr> <tr> <td><b>Jody Dailey</b>, University Advancement</td> <td><b>Noreen Javed</b>, OVPRI</td> </tr> <tr> <td><b>Jamie Dowsett</b>, University Advancement</td> <td><b>David Kinahan</b>, University Advancement</td> </tr> <tr> <td><b>Tyson Fogel</b>, OVPRI</td> <td><b>Guoxian (Hal) Liu</b>, Financial Services</td> </tr> </table>   | <b>Jiwon Bang</b> , The Chang School                    | <b>Amanda Gaspard</b> , OVPRI | <b>Todd Carmichael</b> , OVPRI | <b>Alexandra Hong</b> , OVPRI | <b>Lee Chapman</b> , OVPRI | <b>Anna Hubert</b> , University Advancement | <b>Sergio Chiodo</b> , University Advancement | <b>Samantha Jackson</b> , The Diversity Institute, TRSM | <b>Tim Chiu</b> , Financial Services | <b>Emma Jankowski</b> , Student Affairs | <b>Jody Dailey</b> , University Advancement | <b>Noreen Javed</b> , OVPRI | <b>Jamie Dowsett</b> , University Advancement | <b>David Kinahan</b> , University Advancement | <b>Tyson Fogel</b> , OVPRI | <b>Guoxian (Hal) Liu</b> , Financial Services |
| <b>Jiwon Bang</b> , The Chang School  | <b>Amanda Gaspard</b> , OVPRI                           |                               |                                |                               |                            |   |   |   |                                      |   |   |                             |   |   |                            |   |
| <b>Todd Carmichael</b> , OVPRI  | <b>Alexandra Hong</b> , OVPRI                           |                               |                                |                               |                            |   |   |   |                                      |   |   |                             |   |   |                            |   |
| <b>Lee Chapman</b> , OVPRI  | <b>Anna Hubert</b> , University Advancement             |                               |                                |                               |                            |   |   |   |                                      |   |   |                             |   |   |                            |   |
| <b>Sergio Chiodo</b> , University Advancement   | <b>Samantha Jackson</b> , The Diversity Institute, TRSM |                               |                                |                               |                            |   |   |   |                                      |   |   |                             |   |   |                            |   |
| <b>Tim Chiu</b> , Financial Services  | <b>Emma Jankowski</b> , Student Affairs                 |                               |                                |                               |                            |   |   |   |                                      |   |   |                             |   |   |                            |   |
| <b>Jody Dailey</b> , University Advancement   | <b>Noreen Javed</b> , OVPRI                             |                               |                                |                               |                            |   |   |   |                                      |   |   |                             |   |   |                            |   |
| <b>Jamie Dowsett</b> , University Advancement   | <b>David Kinahan</b> , University Advancement           |                               |                                |                               |                            |   |   |   |                                      |   |   |                             |   |   |                            |   |
| <b>Tyson Fogel</b> , OVPRI  | <b>Guoxian (Hal) Liu</b> , Financial Services           |                               |                                |                               |                            |   |   |   |                                      |   |   |                             |   |   |                            |   |

**Ryerson Lifeline Syria Challenge Team (cont.)**

**Jennifer MacInnis**, OVPRI  
**Rudo Mataure**, University Advancement  
**Karen Musytschka**, University Advancement  
**Mary Jane Pacheco**, Financial Services  
**Kerith Paul**, OVPRI  
**Tamara Sabarini**, OVPRI  
**Diane Winiarz**, Financial Services

**Take Our Kids to Work Day Team:**

**Carey Barker**, Consulting and Employee Relations, Human Resources  
**Jennifer Gonzales**, Student Life, Student Affairs  
**Charmaine Hack**, Office of the Registrar  
**Akeisha Lari**, Student Life, Student Affairs  
**Emily MacIntosh**, Administration and Finance Communications  
**Tamar Myers**, Office of Equity, Diversity and Inclusion  
**Alyson Reader**, Office of the Vice-President, Administration and Finance  
**Jodie Stauffer**, Consulting and Employee Relations, Human Resources  
**Janine Willie**, Office of Equity, Diversity and Inclusion  
**Heather Willis**, Office of Equity, Diversity and Inclusion  
**Kate Womby Browne**, Administration and Finance Communications

**University Undergraduate Calendar Project Team:**

**Sarah Edmonds**, Curriculum Management, Office of the Registrar  
**Gwen Fox**, Business Systems, Office of the Registrar  
**Peter Haywood**, Business Systems, Office of the Registrar  
**Kathleen Hewak**, Digital Publishing, Computing and Communication Services  
**Marlyn Persaud**, Digital Publishing, Computing and Communication Services  
**Arthur Sabelnykov**, Digital Publishing, Computing and Communication Services  
**Celina Virani**, Curriculum Management, Office of the Registrar  
**Deanne Wright**, Curriculum Management, Office of the Registrar  
**Andrew Young**, Digital Publishing, Computing and Communication Services

**Your Neighbour Program Team:**

**Troy Murray**, Office of the Vice-Provost, Students  
**Brandon Smith**, Housing and Resident Life, Student Affairs

**Deans' Service Awards**

**Stephanie Cassin**, Department of Psychology, Faculty of Arts  
**Farhad Ein-Mozaffari**, Department of Chemical Engineering, Faculty of Engineering and Architectural Science  
**Ahmed El-Rabbany**, Department of Civil Engineering, Faculty of Engineering and Architectural Science  
**Eric Liberda**, School of Occupational and Public Health, Faculty of Community Services  
**Martin Pyle**, Marketing Management, Ted Rogers School of Management  
**Lori Schindel Martin**, Daphne Cockwell School of Nursing, Faculty of Community Services  
**Stephen Swales**, Department of Geography and Environmental Studies, Faculty of Arts  
**Warren Wakarchuk**, Department of Chemistry and Biology, Faculty of Science

**Counsellor Award**

**Jesmen Mendoza**, Centre for Student Development and Counselling, Student Affairs

**Librarian Awards**

**Sanjoy Banerjee**, Lending and Borrowing Services, Library and Archives  
**Ann Ludbrook**, Lending and Borrowing Services, Library and Archives

## **RYERSON ACHIEVEMENT REPORT**

*A sampling of appearances in the media by members of the Ryerson community for the March 2017 meeting of the Senate.*

Citytv spoke with Canadian philanthropist **Suzanne Rogers** about the launch of the Suzanne Rogers Fashion Institute at Ryerson. Toronto Life Magazine reported on the Suzanne Rogers fashion fellowship with \$1 million in funding to help new Ryerson grads transition to the workforce, and a \$25,000 annual prize for up-and-coming designers. Mayor John Tory mentioned the Suzanne Rogers Fashion Institute in his CP24 segment.

The National Post featured TELUS Future Leaders award winners **Dr. Imogen Coe**, Dean, Faculty of Science, and **Dr. Linda Maxwell**, founder and managing director, Biomedical Zone, among its 100 Most Powerful Women 2016. The National Post quoted Dr. Maxwell in an article providing innovation advice from leaders in various fields. Dr. Coe was profiled in Water Canada as one of three water leaders named among Canada's most powerful women.

Distinguished visiting practitioner **Cathy Crowe** spoke to the Toronto Star in reaction to the city announcing it would record homeless deaths. She also spoke to CBC, CTV, and Global News, and contributed a piece on the topic to the Toronto Star. She spoke to the Globe and Mail, Inside Toronto, and the Toronto Star in reaction to the death of Out of the Cold founder Sister Susan Moran.

Dean **Marie Bountrogianni** spoke to Maclean's about the Chang School's role as a matchmaker between the job market and prospective employee skills. She also spoke to NewsTalk 770 Calgary about electoral reform and contributed a piece on the topic to the Globe and Mail.

**Jeremy Kinsman**, distinguished visiting diplomat, spoke to iPolitics about John McCallum's appointment as ambassador.

Grist Magazine quoted **Henry Warwick**, RTA School of Media, on the topic of protecting environmental data from Donald Trump.

Toronto Life reported on Ryerson's Nutrition and Exercise Testing (NExT) Lab offering a battery of tests to the public that are typically only available to pro athletes, in an article on cool high-tech innovations in workout science.

The Edmonton Journal referenced a Ryerson study on Airbnb's share of market demand.

**Irene Berkowitz**, TRSM, contributed a piece to Betakit on the topic of Canadian leadership, and a piece to the Globe and Mail about the disruption of cable TV.

The Globe and Mail reported that the Chang School recently launched a Certificate in Privacy, Access, and Information Management.

**Cherise Burda**, City Building Institute, spoke to the Toronto Star about plans to curb suburban sprawl. She also spoke to the Business News Network about the supply of housing in Toronto.

CPAC reported that Ryerson will offer course on aboriginal issues.

**Henry A. Giroux**, distinguished visiting scholar, contributed a piece to the Hamilton Spectator about the inability to normalize the Trump presidency.

**Abdullah Snobar**, executive director, DMZ, spoke to the National Post about the Canadian tech industry bracing itself for the Trump presidency. He was also quoted in a Canadian Business Magazine article on what business visionaries learned in 2016.

The National Post quoted **Heather Rollwagen**, Sociology, in a Maclean's article about first-time homebuyers reconsidering ownership in the face of soaring real estate prices. Similar coverage appeared in more than 30 news outlets.

**Sorpong Peou**, Politics, contributed a piece to the Eurasia Review on the topic of human security through formal trials.

**Marsha Barber**, Journalism, contributed a piece to University Affairs on the admissions process for medical schools.

**Murtaza Haider**, TRSM, contributed a piece to the Huffington Post Canada on housing affordability.

CBC News spoke with **Farrah Khan**, sexual violence support and education coordinator, and **Cathy Crowe**, distinguished visiting practitioner for a segment on Torontonians sharing their hopes for 2017.

Inside and Photolife reported on the Ryerson Image Centre's partnership with the Black Artist's Network to create "Power to the People: Photography and Video of Repression and Black Protest," an exhibit that covers protest movements like the civil rights movement in Birmingham.

CBC News profiled the work of architecture students **Jessica Chen and Robyn Thomson**, creators of the FLUX installation, with walls that change colour to your touch.

**Steven Murphy**, dean, TRSM, spoke to CBC Regina about the Toronto housing market.

**Andrew Laursen**, Chemistry and Biology, spoke to CBC Radio's The Living Planet about artificial Christmas trees and our carbon footprint.

**Wendy Cukier**, Diversity Institute, contributed a piece to the Montreal Gazette on leadership diversity. She was also quoted in a University Affairs article on strategies for Canadian universities to foster innovation.

CityLab quoted **James Tiessen**, an expert on Japanese healthcare, in an article on a high-tech approach used in Japan to helping those with dementia.

**James Nadler**, Creative Industries, spoke to CBC Radio's Here and Now about movies as part of Christmas traditions.

**Ann Cavoukian**, executive director of the Privacy and Big Data Institute, co-authored a piece for the Toronto Star on the topic of amending the current anti-terrorism bill. She was quoted in a Toronto Star piece on big data helping customers get what they really want.

UroToday featured a study focusing on prostate cancer co-authored by **Margareth Santos Zanchetta**, Nursing.

Weekly Voice and CBC News featured the work of two Ryerson Enactus teams, Project Myaah and Project SAAF, where teams of students spent their holidays on projects in India and Egypt. The item was carried by 36 media outlets.

**Ramona Pringle**, RTA School of Media, spoke to CBC Radio Moncton about tech toys and how to protect your personal information. She contributed a piece to CBC News about needing accountability from the tech industry, not thinner phones.

**Mark Bulgutch**, Journalism, contributed a piece to the Toronto Star on how to fight fake news. He penned another piece for the Star on the topic of the media's role in Trump's victory.

In an article on business schools heeding the call for more data-literate graduates, the Globe and Mail referenced a 2015 Ryerson white paper titled "Closing Canada's Big Data Talent Gap".

**Colleen Carney**, Psychology, spoke to CBC Radio about insomnia treatment, and to the Telegram about sleep and depression.

The Toronto Star profiled the work of digital media master's student **Kate McKenzie** and her film "The Secret Marathon."

**Pam Palmater**, chair, Indigenous Governance, spoke to the National Post in reaction to PM Trudeau meeting with national indigenous leaders.

The Globe and Mail featured Ryerson among the GTA's top 100 employers, stating the university "employs a mental health co-ordinator, responsible for overseeing related initiatives across campus and within the organization's mental health committee."

**Janice Neil**, chair, School of Journalism, spoke to Global News about social media and the viral nature of fake news.

Flare profiled Ryerson alumna and AccessNow founder **Maayan Ziv**, whose mission is to make cities more accessible for all.

**Jessica Langer** spoke to CTV News in reaction to her 'thank you' email to her marketing students becoming a viral sensation.

University Affairs quoted **Andrea Houston** in an article about Ryerson's Queer Media course in the School of Journalism.

The New Yorker profiled Image Arts alumnus **Edward Burtynsky** and his strong ties to Ryerson.

The Montreal Gazette featured alumnus and TellMe TV president **Kevin Shea**, who is working to make media more inclusive by offering a new streaming service for the visually impaired.

NOW Magazine reported that Architecture students at Ryerson are the first to use VR to design and visualize buildings, in an article quoting Professor **Vincent Hui**.

Accessible Media Inc. visited Ryerson to learn about a class called Crippling the Arts in Canada, part of the Disability Studies program.

**Michael Coutanche**, chair of the RTA School of Media, spoke to CTV News about the Golden Globe nominees.

The National Post featured **Kamal Al-Solaylee**'s book "Brown: What Being Brown in the World Today Means (to Everyone)" among its 99 best books of 2016.

Daily Commercial News reported on construction of Ryerson's Jarvis Street Residence.

**Jessie Ma**, distinguished research fellow, Centre for Urban Energy, spoke to CTV News about Canada's new climate change deal.

**Ali Miri**, research director, Privacy and Big Data Institute, spoke to Radio New Zealand about privacy in the age of big data.

Apparel Magazine quoted **Robert Ott**, executive director of the Joe Fresh Centre for Fashion Innovation, in an article featuring three start-ups that have joined the innovation program. A similar item appeared in the International Business Times.

CBC News featured the Ryerson Student Learning Centre's "eight different naturally-inspired floors."

The Globe and Mail reference Ryerson research by **Andrea Noack** on the topic of precarious work.

University Affairs spoke to **Eliza Chandler**, Disability Studies, about art's role in advancing disability rights.

The Torontoist mentioned Ryerson's Centre for Student Development and Counseling in an article on what Toronto post-secondary institutions are doing to support students' mental health.

Metro News reported that Ryerson's Board of Governors has 42 per cent female representation.

**Arne Kislenko**, History, spoke to Metro about right-wing extremism in Canada. The item ran in the Toronto, Ottawa, Calgary, and Vancouver editions.

Maclean's profiled **Wendy Mendes**, research associate, Centre for Studies in Food Security, in an article on food-systems planners playing a growing role in municipal policy.

**Steven Murphy**, dean, Ted Rogers School of Management, spoke to CBC Calgary about job growth, interest rates, and peak housing.

**Gavin Adamson**, Journalism, spoke to Metro about spotting fake news.

Water Canada mentioned Ryerson's Social Media Lab is one of the top performing app development labs in North America.

TVO's The Agenda with Steve Paikin spoke with **Kiaras Gharabaghi**, Child and Youth Care, about child welfare reform.

Toronto Life Magazine profiled Distinguished Visiting Professor **Senator Ratna Omidvar**. Newstalk 1010 spoke with **Senator Omidvar** about minority women in corporate and municipal board in GTA.

**David Zakus**, professor of distinction in global health, spoke with the Canadian Medical Association Journal about Canada focussing on antimicrobial resistance.

CBC News quoted **Anatoliy Gruzd**, Social Media Lab, in an article about a tool to delete one's Internet presence. He also spoke to Maclean's about the declining popularity of Facebook.

**Chris MacDonald**, TRSM, contributed a piece to Canadian Business Magazine about the real risk of Donald Trump's potential conflicts of interest.

CBC News quoted **Atty Mashatan and Robert Hudyma** in an article about hackers shutting down public transit systems.

Daily Commercial News quoted **Monica Contreras**, director of design and construction capital projects, in an article about the student experience bring critical to the design and construction of post-secondary institutions.

Daily Commercial News features construction progress of Daphne Cockwell Health Sciences Complex.

**Janice Neil**, chair, School of Journalism, spoke to TVO's The Agenda with Steve Paikin about fake news and filter bubbles.

**Krishan Mehta**, executive director of the Ryerson campaign, contributed a piece to the Toronto Star about 'Giving Tuesday'.

Maclean's spoke with **Arlene Throness**, Ryerson Urban Farm manager, about green campus rooftops.

Inside Toronto reported on the Ryerson Image Centre's Climate Talks project with PM Trudeau, quoting RIC director **Paul Roth**.

Major League Baseball reported that the Jays Care Foundation, the charitable arm of the Toronto Blue Jays, and Ryerson University Athletics will host the first ever Big Sports Day for participants in the Home Run Scholars program.

Radio-Canada reported on the appointment of **Frederic Dimanche** to the planning board for a French-language university.

The Harvard Business Review referenced a report on big data by **Amir Gandomi and Murtaza Haider**.

The Toronto Star quoted **Paul Moore**, Sociology, in an article about theatres looking to make movies more engaging for patrons.

**Lisa Taylor**, Journalism, spoke to the Columbia Journalism Review in an article where Canadian journalists who covered Rob Ford offered tips on covering Donald Trump.

Fox Sports reported that Blue Jays player Marcus Stroman spoke to a marketing class at Ryerson about personal branding.

**Mark Lee**, Retail Management, spoke to 680 News about retailers playing classical music to influence increase sales.

CTV News spoke with sports media instructor **Dan Berlin** about sporting events including the Grey Cup.

**Patrice Dutil**, Politics, appeared on TVO's The Agenda with Steve Paikin discussing Wilfrid Laurier's legacy, on the occasion of his 175<sup>th</sup> birthday. He was also quoted in a Canadian Press piece about the Liberals' promise of electoral reform, an item picked up by CTV News, CBC News, and CityTV.

**Murtaza Haider and Cherise Burda**, City Building Institute, spoke to Global News about Mayor Tory's road toll proposal.

Metro quoted **Charles Falzon**, dean, Communication and Design, on the topic of American students now looking to Canada. The item ran in the Toronto, Ottawa, Vancouver, Calgary, and Halifax editions.

**Cynthia Holmes**, TRSM, appeared on TVO's The Agenda with Steve Paikin discussing the state of Ontario's housing market and what can be done to cool down fiery home prices.

Metro News reported on a new study from the Ryerson City Building Institute entitled "A New Life for Old City Hall." Similar items appeared in blogTO and Urban Toronto.

Women's Post profiled **Marni Dicker**, distinguished visiting scholar, as its Woman of the Week.

The Toronto Star reported that first-year media production student **Julianna Romanyk**, received the Barbara Turnbull Award.

**Deena Kara Shaffer**, learning and transition programs specialist, provided tips in the Toronto Sun on making it through the semester.

**Cheri Bradish**, TRSM, was quoted in a Toronto Star article about pro sports unifying a nation divided by Donald Trump.

**Anne Golden**, City Building Institute, spoke to Le Metropolitain, about Paris perhaps inspiring Toronto public transit.

**Sara Thompson**, Criminology, spoke to the National Post about Toronto's extremist prevention program, an item also picked up by The Province and MSN News.

Azure featured Ryerson among the top eight interior design schools in the world: "The bachelor program at Ryerson has a well-rounded curriculum that covers art history, business and theory. Its impressive list of alumni includes **George Yabu**, **Glenn Pushelberg** and **Alessandro Munge**."

NOW Magazine profiled **Nima Naghibi**, Chair, English, and her new book "Women Write Iran: Nostalgia and Human Rights From The Diaspora."

The Canadian Press quoted **Sean Mullin**, executive director of the Brookfield Institute, on the topic of Canada's tech sector perhaps benefiting from Trump's policies. The item was picked up by Toronto Star, Metro News, Maclean's, CTV News, Winnipeg Free Press, Brandon Sun.

CBC News reported that Ryerson students spent a week sleeping outside to raise money and awareness for refugees and internally displaced people in Iraq and Syria.

The Toronto Star reported that the Chang School is expanding the concept of coaching adult learners beyond the traditional employer to employee, professor to student or coach to player connections with its ELX program.

Print Action reported that more than 200 industry leaders, students and family members attended the annual awards night to celebrate the achievements of School of Graphic Communications Management students.

CTV News reported on an Ryerson program that helps veterans get back on their feet, quoting student **Chris Munro**, and Chang School Dean **Marie Bountrogianni**.

Longwoods reported that "Ryerson University has further founded a new National Institute on Ageing to advance a national policy dialogue that supports the goals of our National Seniors Strategy."

Canadian Architect quoted Professor **Marco Polo** in an editorial about architecture criticism.

The Victoria Times-Colonist reported on Ryerson's HomeGrown program where Torontonians can volunteer, learn gardening skills and get nutritious fresh food from the eight on-campus gardens.

**Report #W2017-2 of the Academic Governance and Policy Committee (AGPC): C. Evans**  
**March 7, 2017**

1. The Academic Standards Committee has offered to work on the University's response to Recommendation #2 in the [Ombudsperson's 2015-2016 Report](#) regarding additional expectations for passing a course.
2. The Registrar's Office has agreed to work on the University's response to Recommendation #3 in the [Ombudsperson's 2015-2016 Report](#) regarding failing a required course three times.
3. AGPC is working on a "policy about policies" to guide the format of any new policies and the process for reviewing existing policies

Respectfully submitted,

C. Evans, Chair, Interim Provost & Vice President Academic  
On behalf of the Committee:

M. Moshé, Interim Vice Provost Academic  
H. Lane Vetere, Vice Provost Students  
C. Hack, Registrar  
J. Turtle, Secretary of Senate  
T. Duever, Dean, Faculty of Engineering & Architectural Science  
E. Kam, Faculty of Arts, Director, Learning & Teaching Committee  
C. Schryer, Chair, Communication & Design  
A. McWilliams, Faculty, Science  
K. Kumar, Faculty, Faculty of Engineering & Architectural Science  
A.M. Brinsmead, Chang School Program Director  
W. Fraser, Undergraduate Student Senator  
A. Latchman, Undergraduate Student Senator  
P. Haastrap, Yeates School of Graduate Studies Student Senator

**YEATES SCHOOL OF GRADUATE STUDIES (YSGS) REPORT TO SENATE**  
**February 14, 2017**

In this report the Yeates School of Graduate Studies Council (YSGS Council) brings to Senate its evaluation and recommendation on the following item:

- **Periodic Program Review Final Assessment Report for MBA Global**

**YSGS Council recommends:** *That Senate approve the Periodic Program Review of the MBA Global Program.*

Submitted by:



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Jennifer Mactavish, Vice-Provost and Dean  
Chair, Yeates School of Graduate Studies Council



## **Periodic Program Review**

**Master of Business Administration Global**

Ted Rogers School of Management (TRSM)

## **FINAL ASSESSMENT REPORT (FAR)**

February 13, 2017

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## EXECUTIVE SUMMARY

The Ted Rogers School of Management offers two MBA degrees: Master of Business Administration in the Management of Technology and Innovation (MBA-MTI) and the general Master of Business Administration known as MBA Global. The two MBA degrees offer one-year full-time programs as well as a part-time program option. They have recently admitted their ninth successive cohorts. The two programs share four of seven core courses and all elective courses are cross-listed. The five specializations in the MBA Global, Marketing, Real Estate, International Business, Human Resources, and CSR in Mining, represent a small part of the MBA market in North America where finance accounts for most students undertaking MBA specializations. This report focuses on the MBA Global.

The MBA Global has produced dozens of flourishing alumni, and its students have achieved considerable success in case competitions, which have had a significant positive impact on the reputation of both the MBA Programs. Together, Ryerson MBA Programs have been ranked within the top 10 Canadian MBA Programs by Canadian Business three years in a row<sup>1</sup>, and were rated 92 in the world in 2015 by the *Economist*. Entrance surveys suggest that the accelerated format of delivery, the modest tuition, and career success are the primary reasons students choose the Ryerson MBA Programs. High average GMAT score of applicants, post-graduation salary increases, percentage of students placed within six months, and student satisfaction with the program are all indicative of a well-managed and efficient program that has been successful in meeting the expectations of its primary stakeholders, the MBA students. Collectively, these metrics place the Ryerson MBA Global in the top tier of Canadian MBA programs. The Ted Rogers School of Management (TRSM), including the MBA programs were accredited by the Association to Advance Collegiate Schools of Business (AACSB) in 2011 and are under review for re-accreditation in 2017.

Despite these successes, the MBA Global program is experiencing significant challenges in achieving the enrollment levels envisioned at its launch. The MBA Global competes with 20 MBA programs in the Greater Toronto Area including two long time internationally ranked MBA programs at the University of Toronto and York University, along with satellite programs from other Canadian universities. Unlike the unregulated programs that charge market rate tuition that flows back to the program, the MBA Global operates within the constraints of the regulated tuition system. Due to modest tuition and lower enrolments than projected, the program has several operational and funding challenges. Nevertheless, affordability for students of modest means forms a critical element of the programs' accessibility mission, along with gender and ethnic diversity.

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<sup>1</sup> The Ryerson MBA programs were ranked 4<sup>th</sup> in 2013, 10<sup>th</sup> in 2014, and 6<sup>th</sup> in 2015.

## PEER REVIEW

The Peer Response Team for the Periodic Review of the Master of Business Administration (MBA) Global program consisted of Dr. Linda Schweitzer (Carleton University), Dr. Roy Suddaby (University of Victoria) and Dr. Cory Searcy (Ryerson University). The PRT site visit was conducted on June 20 and 21, 2016. The PRT report was communicated to the Associate Dean, YSGS on July 13, 2016, and the response to the report from MBA was communicated on September 27, 2016.

The PRT cited several strengths of the MBA in their report, citing its dedicated faculty and staff, strong student engagement and outcomes for students, its excellent location, and a high return on investment. The PRT noted that the structure of the program fits well with the overall goals of the program to provide a high-quality program that is both inclusive and accessible. The PRT report includes several recommendations, which are discussed below.

As mandated by Ryerson Senate Policy 126, what follows is the YSGS-level response to both the PRT report, and the response to the report by MBA Global. Summarized below are program strengths, weaknesses, opportunities and threats that were noted by the PRT. Also outlined are the PRT recommendations and YSGS and MBA Global program responses, divided into two broad categories: academic and administrative/financial as well as the implementation plan.

## STRENGTHS, WEAKNESSES AND OPPORTUNITIES

### Strengths

The PRT identified a number of clear strengths.

- Low cost. The Program delivers a high-quality MBA for a very low price relative to its competitors. The return on investment (ROI) of the program is thus very high. We believe the high quality of the program combined with the low price make the program the best “investment” in the Greater Toronto Area (GTA).
- Excellent student service and engagement. The administrators, staff, and faculty are highly committed to the Program and its students. The students are also active in promoting an inclusive and cohesive climate amongst themselves. This helps contribute to what is, by all accounts, an extremely positive student experience.
- Strong performance outcomes for students. For example, the Program has a high placement rate with an impressive improvement in salary (relative to what students earned prior to joining the Program).
- Strong commitment of the faculty and staff. Although this was mentioned above, we believe it merits reiterating given that many go above and beyond what would

normally be expected.

- Recent hires. Many of the recent faculty hires are research active and are very high performers in the classroom.
- Unique curricular features. The MRP and integrative weeks are both well-received, well-executed aspects of the Program that differentiate it from its competitors.
- Location. TRSM's downtown Toronto location is excellent. This was repeatedly noted by the faculty and students.

### Weaknesses

A number weaknesses were identified over the course of the review.

- Resource constraints. The Program is under-resourced relative to its competitors. This includes limitations with respect to both space and marketing. This appears to arise in large part from the relatively low tuition. It appears that the low cost of the Program is straining it to, or perhaps beyond, its limits, given the competitive environment.
- The "global" element of the Program. While the "global" element of the Program identity is important to students and to the marketing of the Program, it is not fully reflected in the structure and character of the Program.
- Perception of Program quality. Several faculty noted that the low cost of the MBA gives the impression of low quality. No faculty or students expressed that there was an actual issue with the quality of the Program, but that the perception is there amongst potential applicants (particularly international applicants). The resource constraints noted above make it difficult to market the impressive ROI of the Program to help overcome such perceptions.
- Elective courses. The students raised concerns regarding the availability of elective courses. There was a belief that many of the courses listed in the course calendar were not possible to actually take.
- Incomplete transition to research-oriented business school. TRSM continues to transition to a research-oriented business school. However, there appears to be a persistent cultural divide between newer, research-active faculty and older, more teaching-oriented faculty.

### Opportunities

The PRT identified a number of potential opportunities for the Program to pursue:

- Location. The geographic location of the school in the heart of the GTA – one of the most culturally diverse and economically dynamic regions in the world – provides the Program with a number of opportunities. The downtown location provides the opportunity for a robust student experience, both outside the classroom and by bringing industry into the classroom. These experiences should be emphasized and leveraged, both internally with the students and in the marketing of the program.

- Program name. A key opportunity is to redefine the word “global” in a unique and interesting way. For example, this could be done in a way that is less dependent on the notion of the nation state (international) and more dependent on the growing awareness that many small and medium sized enterprises are “born global”. We believe the Program has an opportunity to occupy a strategic space in which entrepreneurship and global business intersect. Further differentiation. There are a number of opportunities in this area. For example, redefining the meaning of “global” in the Program’s context could yield differentiation possibilities as well. Pursuing this education and research identity could serve to differentiate the school as well as create a unique research identity for faculty.
- Alumni. Having been established to 10 years, the growing body of successful and satisfied alumni can now serve as ambassadors and marketers of the program.
- Population growth. The rapidly growing immigrant population in Toronto provides a number of opportunities. For example, many new Canadians may be looking for an inclusive and affordable Canadian business program. The newly approved Professional Master’s Diploma in Canadian business is a positive step in reaching this population.

### Threats

Although the PRT was not explicitly asked to do so, they have also identified two key threats the Program may want to keep in mind as it moves forward:

- Increased competition. The GTA location is expected to be one of the few expanding markets in Canada. There is thus likely to be intensifying competition within the GTA for management education, particularly by increasingly specialized satellite campuses.
- Resource constraints. Resource constraints, and the concomitant potential for applicants (particularly those from outside Canada) to make an incorrect assumption that the Program is poor quality because its tuition is low, are a key ongoing threat.

## SUMMARY OF THE PEER REVIEWER TEAM (PRT) RECOMMENDATIONS

### Academic Recommendations

- Review and renew the curriculum of the MBA Global.
- Strategically position the MBA Global program.

### Administrative and Financial Recommendations

- Calibrate the tuition. This may involve considering asking the Ministry to re-evaluate the current level of tuition. Privatizing the program would require changes that may not align with the vision of the University and the School. However, the current level of tuition is significantly lower than its proximal, Ontario and Canadian competitors.
- Embed individual capabilities in the organizational structure (specifically the MRP case coaching). There is a noted reliance on the tacit knowledge and goodwill of some individuals on faculty and staff. While the current approach is effective, we are concerned that this approach is not sustainable and we encourage the school to take steps to routinize these capabilities and distribute responsibility for them in broader institutional roles and systems.
- Implement incentives designed to nurture the emerging research culture.

## YSGS AND MBA GLOBAL RESPONSES WITH IMPLEMENTATION PLAN

### Academic Recommendations

| PRT<br>Recommendation                              | MBA Global Response  | MBA Global<br>Implementation<br>Plan and Lead                   | YSGS Response   |
|--|--|---|---|
| Review and renew the curriculum of the MBA Global. | The program will assess the relevance of MBA specializations. Courses that are either never offered or rarely offered will be eliminated or revised. | Graduate Program Director 2016/17 to initiate curriculum review | YSGS supports the recommendation of identifying efficiencies in the set of MBA specializations and course offerings. The elimination or revision of courses will aid the program in maintaining current, sector-relevant offerings. |

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|--|---|---|--|
| Strategically position the MBA Global program. | The program will conduct a market study to clarify the issues surrounding lack of differentiation (external), and then incorporate a revised curriculum to improve differentiation (internal). Based on the above results, the program will consider rebranding MBA “Global”. | Graduate Program Director 2016/17 concurrent with curriculum review | YSGS supports the proposed market study. Depending on the results of the study, a change in the name of the program to highlight its global elements might be appropriate. |
|--|---|---|--|

### Administrative and Financial Recommendations

| PRT Recommendation  | MBA Global Response  | MBA Global Implementation Plan and Lead   | YSGS Response  |
|---|--|---|--|
| Calibrate the tuition. This may involve considering asking the Ministry to re-evaluate the current level of tuition. Privatising the program would require changes that may not align with the vision of the University and the School. However, the current level of tuition is significantly lower than its proximal, Ontario and Canadian competitors. | We propose to study this issue to seek an increase in international student tuition. | Graduate Program Director 2016/17 to initiate study; Request for tuition increase 2017/18 | The Board of Governors, in consultation with the UPO and YSGS, sets tuitions for graduate programs. While the issue of international student tuition is complex, we will lend support for well-researched and substantiated proposals from the program for adjustments to international student tuition. |

|  |   |  |  |
|--|---|--|--|
| <p>Embed individual capabilities in the organizational structure (specifically the MRP case coaching).</p> <p>There is a noted reliance on the tacit knowledge and goodwill of some individuals on faculty and staff. While the current approach is effective, we are concerned that this approach is not sustainable and we encourage the school to take steps to routinize these capabilities and distribute responsibility for them in broader institutional roles and systems.</p> | <p>We propose changes in the way that MRPs are managed including using the research methods course, MB 8600 to acquaint students with supervisors who are not course instructors. To decrease reliance on the Director of Graduate Students, more case team coaches will be recruited and mentored by the current Director.</p> | <p>Graduate Program Director<br/>Winter 2017</p>     | <p>YSGS supports the decentralization of the organizational structure of the management of MRPs, to increase flexibility and redundancy. We encourage the broadening of the pool of case team coaches.</p> <p>Further, we request the MBA to consider the relevance of the MRP to their program, and evaluate the possibility of a course-only option.</p> |
| <p>Implement incentives designed to nurture the emerging research culture.</p>   | <p>This is beyond the scope of the MBA Global program. The information has been provided to the Associate Dean Research; plus, a description of current efforts and a response to the perceptions raised is included in the body of this response report.</p>   | <p>Associate Dean Research and Graduate Programs</p> | <p>YSGS supports the program level response.</p>   |