



SENATE MEETING AGENDA

Tuesday, April 3, 2018

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THE COMMONS - POD 250

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

5:00 p.m. **Senate Meeting starts**

1. Call to Order/Establishment of Quorum

2. Approval of the Agenda

Motion: *That Senate approve the agenda for the April 3, 2018 meeting*

3. Announcements

Pages 1-7 4. Minutes of the Previous Meeting

Motion: *That Senate approve the minutes of the March 6, 2018 meeting*

5. Matters Arising from the Minutes

6. Correspondence

7. Reports

7.1 Report of the President

Pages 8-15 7.1.1 President's Update
7.1.2 Secretary of Senate position

Pages 16-20 7.2 Communications Report

Pages 21-23 7.3 Report of the Secretary
7.3.1 Senate election results

7.4 Committee Reports

7.4.1 Report #W2018-3 of the Senate Priorities Committee (SPC):

M. Lachemi

7.4.1.1 Notice of a Committee of the Whole discussion at the May 1 Senate meeting regarding Policy 159 ([Academic Accommodation of Students with Disabilities](#))

7.4.2 Report #W2018-3 of the Academic Governance and Policy Committee (AGPC): M. Benarroch

7.4.2.1 Academic Policy Review Committee (APRC) update

Pages 24-40

7.4.3 Report #W2018-2 of the Academic Standards Committee: M. Moshé

Pages 24-30

7.4.3.1 Periodic Program Review – Journalism, Faculty of Communication & Design

Motion: *That Senate approve the periodic program review for the Journalism program as described in the agenda package*

Pages 30-40

7.4.3.2 Periodic Program Review – Graphic Communications Management, Faculty of Communication & Design

Motion: *That Senate approve the periodic program review for the Graphic Communications Management program as described in the agenda package*

Page 40

7.4.3.3 *For Information:* Chang School Certificates – February and March 2018

8. Old Business

9. New Business as Circulated

10. Members' Business

11. Consent Agenda

12. Adjournment

SENATE MINUTES OF MEETING
Tuesday, March 6, 2018

MEMBERS PRESENT:

EX-OFFICIO:	FACULTY:		STUDENTS:
J. Austin	I. Baitz	E. Kam	B. Baum
L. Barnoff	S. Benda	V. Magness	L. Emberson
M. Benarroch	T. Burke	A. McWilliams	S. Faruqi
M. Bountrogianni	B. Ceh	S. Rakhmayil	E. Hysi
D. Brown	K. Church	R. Ravindran	T. Nowshin
G. Craney	P. Danziger	N. Thomlinson	N. Ul Saqib
T. Duever	Y. Derbal	K. Underwood	
C. Falzon	M. Dionne	K. Venkatakrishnan	
C. Hack	S. Dolgoy		
M. Lachemi	H. Doshi		EX-OFFICIO
A. Levin	C. Dowling		D. Lis
J. Mactavish	N. Eichenlaub		Leizl Yance
I. Mishkel	A. Ferworn		
M. Moshé	J. Friedman		
D. O'Neil Green	E. Harley		
S. Zolfaghari	R. Hudyma		

SENATE ASSOCIATES:			ALUMNI:
A. M. Brinsmead			J. Makuch
M. Zouri			C. Tam

REGRETS:		ABSENT:
R. Botelho		C. Antonescu
I. Coe		B. Arkinson
S. Liss		S. Asalya
D. Mason		R. Chumak-Horbatsch
F. Muto		C. Davenport
L. Pine		K. Kumar
C. Shepstone		R. Rezaee
P. Sugiman		R. Syed
J. Tiessen		
J. Zboralski		

The meeting started with a Committee of the Whole discussion regarding the draft revision of Ryerson's Freedom of Expression statement. The draft statement was included in the agenda package (pages 46-47). A. McWilliams, Co-Chair of the ad hoc committee currently working on the Freedom of Expression Statement, provided background information on the committee's work, and introduced Jim Turk to speak further to this issue. Senators were asked to consider four questions in small group discussions, each of which was facilitated by a member of the ad hoc committee who took notes. The four questions were:

- 1) Does the proposed language properly state the roles and values of the University?
- 2) Does the proposed language clearly identify the centrality of freedom of expression to the purposes of the University, as well as the limits on freedom of expression?
- 3) Does the proposed language provide appropriate guidance to the President, Provost and Ryerson University administration with respect to issues related to freedom of expression?
- 4) Do you have any concerns that the proposed language may conflict with any of Ryerson's academic or administrative policies? If so, should the statement be revised or should the policies be re-examined in light of the Statement?

The regularly scheduled meeting followed.

1. Call to Order/Establishment of Quorum

2. Approval of the Agenda

Motion: *That Senate approve the agenda for the March 6, 2018 meeting*

A. McWilliams moved and V. Magness seconded.

Motion Approved.

3. Announcements - None

4. Minutes of the Previous Meeting

Motion: *That Senate approve the minutes of the January 30, 2018 meeting*

T. Duever moved and R. Ravindran seconded

Motion Approved.

5. Matters Arising from the Minutes - None

6. Correspondence - None

7. Reports

7.1 Report of the President

7.1.1 President's Update

Highlights

President Lachemi announced that the DMZ was ranked the number one university-based incubator in the world by UBI Global. He congratulated the team working at the DMZ.

Last week, there was a panel discussion with the leaders of the provincial political parties at the Sears Atrium regarding participation in elections, especially among youth. The President congratulated the Dean of the Faculty of Arts for hosting this successful event.

Two weeks ago, Ryerson received formal approval of the law school program from the Law Society of Ontario.

The Search committee process is ongoing for a new Chancellor. President Lachemi informed Senators that they can nominate people for the position by going to the website.

Former U.S. Vice President Al Gore, and Premier Kathleen Wynne, will be at the Mattamy Athletic Centre (MAC) on Thursday March 8 to speak about leadership and climate change.

President Lachemi read out the names of Honorary Doctorate recipients for 2018:

- Faculty of Arts: Michael Tulloch – Justice, Ontario Court of Appeal; Doctor of Laws
- Faculty of Communication & Design: Alanis Obomsawin – Indigenous filmmaker, artist and activist; Doctor of Laws
- Faculty of Community Services: Rabbi Elyse Goldstein – Founder of City Shul (Reform); Doctor of Laws
- Faculty of Engineering & Architectural Science: Mohamad Fakih – Entrepreneur and philanthropist, CEO and President of paramount Fine Foods; Doctor of Laws
- Faculty of Science: David Johnston – Former Governor General of Canada; Doctor of Laws
- Ted Rogers School of Management: Brian Porter – President and CEO, Scotiabank; Doctor of Laws
- The G. Raymond Chang School of Continuing Education: Radna Omidvar – Senator for Ontario, the Senate of Canada; Doctor of Laws

The President thanked everyone involved in the process, especially the Awards and Ceremonials Committee, and noted that the recipients he contacted were very appreciative of the honour. There will be a gala dinner on May 10 to honor the recipients.

Spring convocation this June will be held at the Mattamy Athletic Centre. That venue provides more space than the Ryerson theatre, which means that there will be fewer ceremonies and that each student will get four tickets for guests instead of the two tickets that have been available to them previously.

7.2 Communications Report

7.3 Report of the Secretary

7.3.1 Senate elections update

The Secretary updated members on the progress of the election that is underway from March 5 to March 8. He noted that voting this year is only for the student positions on Senate, as the faculty positions were acclaimed.

7.4 [Ombudsperson's Report](#): N. Farrell

N. Farrell explained the Ombudsperson's role. She commended the people and offices who provided information for the report, and stated that she received very useful data from the Registrar's Office.

She highlighted the ongoing work of the Academic Policy Review Committee (APRC), and commended its co-chair, J. Friedman, who played a major role in the ongoing pilot project for students in the Department of Mechanical and Industrial Engineering to use a 'self-declaration' instead of submitting a health certificate to request academic accommodation. She also commended A. Goss for his major role in the ongoing pilot project for TRSM students to submit their academic consideration requests online. And she commended the Secretary of Senate for spearheading the online submission of grade and standing appeals, which is currently under development.

The Ombudsperson reviewed the progress on her recommendations from last year's report, and described her recommendations in this year's report.

Regarding the difficulty level of makeup exams, S. Rakhmayil commented that students' impressions of exam difficulty are subjective, and don't necessarily mean that makeups are actually more difficult. N. Farrell responded she is not relying solely on students' impressions, but that some faculty members explicitly state to their classes that those makeup exams should be more difficult, since the students writing them have more time to study.

7.5 Committee Reports

7.5.1 Report #W2018-2 of the Senate Priorities Committee (SPC): M. Lachemi

7.5.1.1 The establishment of a Faculty of Law at Ryerson

Motion: *That Senate approve the establishment of a Faculty of Law, pending approval by the Board of Governors, with the hiring of a Dean of the Faculty of Law*

Given the historical significance of this motion, M. Lachemi invited all Senators to move and second it. Many did, and the following names were recorded: A. Levin, A. McWilliams, E. Kam, L. Emberson, D. Lis, T. Nowshin, R. Ravindran, T. Burke, and A. Ferworn.

M. Benaroch spoke to the motion. He noted that the law school curriculum proposal was approved by Senate at its June 2017 meeting; highlighted the contributions of C. Evans, A. Saloojee, J. Shin Doi, and many others; reviewed the approval process to date; and confirmed that graduates from this program will be able to apply to practice law in Canada.

P. Danziger stated that the report in the agenda lists two criteria: Appropriate and adequate funding from the province, and assurances from the Provost that it would not negatively affect current Faculties and programs. He noted that we have not received any funding from government, and that space for the new school is a major issue. He also asked how the composition of Senate will be changed to accommodate the new Faculty.

President Lachemi responded that the target for implementation of the Law Faculty is 2020, so funding will be addressed in the University's Strategic Mandate Agreement (SMA) 3. There is strong support for the new Faculty at Ryerson, and in the legal community, and the University will work hard to secure appropriate funding. He also said that the new Faculty will not drain funding from other Faculties.

M. Benaroch informed members that the School of Nursing area is only a temporary space, which is not adequate for the law school in the long run, so the University is working to find permanent space, which will eventually allow for the 4th floor POD space to be re-allocated. Regarding resources, the program is built on a model of being self-sustaining, if necessary. Regarding the composition of Senate, the Provost will report back to Senate on the plan for new Dean.

N. Thomlinson referred to page 20 of the agenda, inquired about possible cross-appointments of current faculty members, and asked if there will be appropriate "backfill" of any vacated positions that result from those cross-appointments.

M. Benaroch responded that he agrees there will likely be current faculty members who will be interested either in moving entirely to the Faculty of Law or in a cross-appointment. He said that the intention is to backfill vacant positions if faculty move to the new program.

P. Danziger asked if there is a contingency plan if the new program is not funded by the government.

M. Benaroch responded that, in the absence of government funding, increased tuition fees would be used to cover the shortfall. He went on to say that that would be unfortunate, and would mean

that Ryerson's law school would be the only one in the province not to be funded by the government.

Motion Approved.

7.5.2 Report #W2018-2 of the Academic Governance and Policy Committee (AGPC): M. Benarroch

7.5.2.1 Ryerson's Institutional Quality Assurance Process (IQAP) policies: M. Moshé

Motion: *That Senate approve Ryerson's revised Institutional Quality Assurance Process Policies (IQAP) as described in the agenda package*

M. Moshé moved and L. Emberson seconded

M. Moshé provided an overview of the revisions to the policies, commended Dr. Katherine Penny for her hard work on them, as well as Jennifer MacTavish for feedback and support.

S. Dolgoy related to Senate some discussion at the Academic Governance and Policy Committee (AGPC), of which he is a member. He noted that in that committee he asked if there are sufficient resources to support curriculum reviews and changes and, if not, if that might be inhibiting curriculum innovation. He noted that, while Senate is not empowered to allocate financial resources, he is suggesting that Senate advocate for appropriate resources in this area to whatever extent is possible. The President acknowledged that the point has been clearly made, and asked the Provost for further comment. M. Benarroch noted that an additional staff person has recently been hired in this area, and said he would like to see if the process can be streamlined internally before we look at further additional resources.

C. Falzon thanked the Provost for his comments on this issue. He stated that there are time pressures for curriculum changes to be made, at least in FCAD, that streamlining does not necessarily equate to speed, and asked that Senate look for ways to support curriculum changes in the future.

Motion Approved.

7.5.2.2 Academic Policy Review Committee (APRC) update: M. Moshé

M. Moshé reported that the committee has a draft of a new policy on grade reassessment and recalculation, thanked those who have provided their input on the draft, and said that the committee hopes to bring the draft policy to Senate by the end of this term. She also noted that the pilot project for the online submission of academic consideration requests has been expanded from TRSM to most departments in the Faculty of Engineering and Architectural Science, and that the other Faculties are expected to be phased-in in the near future. She also noted that an online academic appeal system is expected to be piloted in the Faculty of Science at the end of the Winter 2018 term.

B. Baum asked if instructors are allowed to use alternatives for makeup exams, such as moving the weight of a missed exam to the final exam. J. Turtle responded that the default is for a makeup exam to be administered, but that there are circumstances in which that is not possible, or appropriate.

7.5.3 Report #W2018-1 of the Academic Standards Committee: M. Moshé

7.5.3.1 Periodic Program Review (PPR) – Urban and Regional Planning

Motion: *That Senate approve the Periodic Program Review (PPR) for Urban and Regional Planning as described in the agenda package*

M. Moshé moved and U. Saqib seconded

The Interim Vice Provost Academic summarized the PPR, including compliments from the peer review team regarding the program, and commended the program for an especially well-done review.

Motion Approved.

7.5.3.2 For Information: G. Raymond Chang School of Continuing Education Certificate Revisions

- i. Certificate in Advanced Accounting: Changes to Admission Criteria
- ii. Certificate in Computer Programming Applications: Course Deletion and Addition
- iii. Certificate in Health Informatics: Course Addition
- iv. Certificate in Health Services Management: Course Addition
- v. Certificate in Health Studies: Course Additions and Deletions
- vi. Certificate in Project Management: Course Deletions
- vii. Certificate in Project Management for Technical Professionals: Course Deletions and Addition

8. Old Business - None

9. New Business as Circulated - None

10. Members' Business - None

11. Consent Agenda

11.1 Annual Report from the Academic Integrity Office (AIO)

12. Adjournment

The meeting adjourned at 7:04 p.m.

Ryerson University
President's Update to Senate
April 3, 2018



RYERSON BENEFACTORS

Helen Vari has made a generous gift of \$1 million to the Faculty of Engineering and Architectural Science through the George and Helen Vari Foundation, bringing the Foundation's total giving to Ryerson to more than \$6 million. The first cohort of Vari Scholars will enter the engineering program in September.

The Hot Docs Festival has donated decades-worth of incomparable assets to the Ryerson Library and Archives Special Collections to mark its 25th anniversary. The gift includes film stills, creative properties, and DVDs from the KinoSmith Hot Docs Collection, among many unique items. Executive director Brett Hendrie underscored the gift as a resource for students given Ryerson leadership in media programs.

BOARD OF GOVERNORS ELECTIONS – The results of the Board elections held to date were announced on March 9th. Congratulations to Board members representing their constituencies: Chris MacDonald, Ted Rogers School of Management (teaching faculty, acclaimed); Sarah Bukhari, faculty of community services (administrative staff); and students Salman Faruqi (international economics and finance), Savreen Gosal (business management), and Obaid Ullah (mechanical engineering). Voting for the alumni Board member takes place from June 18-29, 2018.

APPOINTMENTS

Jean-Paul Boudreau, psychology, special advisor and executive lead, social innovation and former dean of the faculty of arts, will be returning to his native home of New Brunswick as the 15th president and vice-chancellor of Mount Allison University for a five-year term effective June 30, 2018.

Farrah Khan, coordinator of the Ryerson Office of Sexual Violence Support and Education, has been named a member of the multi-national Gender Equality Advisory Council for Canada's G7 Presidency with a mandate to promote a transformative agenda integrating gender equality across all outcomes.

Professor April Lindgren, journalism, founding academic director of the Ryerson Journalism Research Centre fostering academic and professional partnerships building opportunities for researchers and students, has been named Velma Rogers Research Chair for a three-year term beginning July 2018.

CONGRATULATIONS

The DMZ was ranked the top university-based incubator in the world by UBI Global on February 23rd and is the leading incubator program managed out of over 200 programs in its category.

Ryerson's proposed law school has reached another benchmark in the approval process with the Law Society of Ontario backing the Federation of Law Societies of Canada's endorsement of the program.

Elisa Julia Gilmour (Image Arts '13) and *Deanna Pizzitelli* (Image Arts '11) are two of the three inaugural winners of the New Generation Photography Award initiated by the Canadian Photography Institute of the National Gallery of Canada in partnership with Scotiabank for emerging photographers under 30.

The Breadwinner, Academy Award nominee for Best Animated Feature Film, had a Ryerson connection – Anita Doron (Image Arts '01) adapted the screenplay and Anthony Leo (Theatre '98) was a producer.

Eleftheromania, a film written and co-produced by Joanna Tsanis (Film Studies Certificate '14) starring Olympia Dukakis, screened at the Toronto Shorts International Film Festival in March.

Marusya Bociurkiw, RTA School of Media, is a featured writer in *Unbound: Ukrainian Canadians Writing Home* that has won the 2018 Kobzar Literary Award from the Shevchenko Foundation.

Patrick Gill, public policy and administration, was one of three winners in the Ontario graduate policy research challenge for *A Labour Market Forecast for the Toronto Region's Construction Activity*.

Adrian Chiu, Arnel Espanol and Henry Mai, architectural science, tapped into the Winter Stations 2018 RIOT theme with "Nest" a modular structure that conveys comfort among disorder and complexity.

TRSM's MBA team won silver at the MBA Games placing 2nd in the Marketing case, 3rd in Diversity and Inclusion, and raising the most money for charity to fight violence against women and children.

Manuel Avila, Kyle Cormier, Nino Hizon, and Rahul Nair won the inaugural Walmart Operations Case Competition, prompting the judges to encourage the team to patent the technology as soon as possible.

Prajeesun Bale, Binny Brar, Evgenia Khaikhina, Anthony Leo, Harjas Singh, and Yue Zhao won the *Flow Traders ETF* case at the Rotman International Trading Competition, competing with 52 teams worldwide.

Jack Duff, Adam Hamade, Mohor Hatalkar, and Bill Wahab won silver at the Goodman Gold Challenge held at Laurentian University in competition with 10 teams from Ontario, Manitoba and Kentucky.

PARTNERSHIPS

The TAC-FCAD Digital Solutions Incubator will bring together the Toronto Arts Council and the faculty of communication and design by matching arts organizations and collectives with senior students from the Ryerson Creative Impact Supercourse, giving students experiential learning opportunities on projects from conception to prototype and providing organizations with design and organizational capacity in digital technology. The two-year initiative will see seven projects funded for a total of \$105,000 per year.

ShapeLab: Toronto's Innovation & Co-creation Pilot is a 4-month project partnering the City of Toronto with Ryerson faculties of community services and engineering and architectural science, offices of social innovation and community engagement, design fabrication zone, and city building institute. Four student teams have won a design challenge for streetscape complementing the "Everyone is King" campaign.

The Smart Building Analytics Living Lab, the first of its kind in Canada, is being launched with a donation of \$1 million in kind from Schneider Electric Canada. Students in engineering, architectural science and computer and data science will have access to the Schneider Electric EcoStruxure platform interacting with building performance in real time to help reduce urban energy use and combat climate change.

DMZ Women Founders Accelerator – In partnership with Scotiabank and Tangerine, the DMZ intensive program will help Canada's top women-led startups grow product market fit and secure early revenue, with eight companies initially participating in a four-month program including a trip to DMZ NYC, with program finalists pitching their businesses to a judging panel for partner-sponsored funding prizes.

Social Innovation Basecamp – Ryerson is partnering with the Aga Khan Academies by providing 12 fellowships over three years to attend the six-week DMZ Sandbox Basecamp, including developing venture ideas; engaging with investors and mentors; and having a business model ready for launch. Students from the Aga Khan Academies in Kenya and India will attend the program this summer.

GOVERNMENT –

Community Resilience Fund – On February 20th Michael Levitt, MP York Centre, on behalf of the Hon. Ralph Goodale, Minister of Public Safety and Emergency Preparedness announced nearly \$546,000 over two years for *Developing Canadian Partnerships for Countering Violent Extremism*, a Ryerson research collaboration on effective solutions fostering safer communities.

Gender Violence Strategy – Farrah Khan, manager of Ryerson’s Consent Comes First office and provincial task force co-chair, joined the Hon. Michael Coteau, Ontario Minister of Social Services, the Hon. Harinder Malhi, Minister of Women’s Issues, and Attorney General Yasir Naqvi on March 1st to announce \$242 million to support proactive changes reflecting consultation with 200 advocacy groups and agencies.

Women’s Entrepreneurship – On February 20th the Hon. Navdeep Bains, Minister of Innovation, Science and Economic Development announced a \$500,000 contribution from the Government of Canada for a two-year pilot project in partnership with the Government of India’s Department of Science and Technology, engaging Zone Startups India and Ryerson Futures to offer programming in both countries.

Federal Budget – Provisions over the next five years announced on February 27th include: \$1.3 billion for investments in infrastructure; \$925 million in new funding for research councils, with a required focus on diversity and interdisciplinary research; \$572.5 million for a digital research infrastructure strategy; \$105 million to support female entrepreneurs; \$507 million over five years, and \$108 million per year thereafter for a National Cyber Security Strategy, a growth area for Ryerson; and support for Indigenous education, health, employment and sport as shared priorities for leading change.

RYERSON DEMOCRACY FORUM – On February 28th distinguished visiting professor Martin Regg Cohn moderated a panel sponsored by the Faculty of Arts titled *Your Vote Matters: Engaging Ontarians to Make Their Voices Heard* featuring Ontario Premier Kathleen Wynne, PC interim leader Vic Fedeli, NDP leader Andrea Horwath and Green Party leader Mike Schreiner in a discussion focusing on outreach to youth and minority groups. The panel was followed by an informal opportunity for students to interact with top party strategists in attendance and to offer comments and questions.

INTERNATIONAL WOMEN’S DAY – “Press for Progress,” the 2018 theme for International Women’s Day, was reflected and advanced in March 8th events at Ryerson including *Women Mentoring Women: Bringing together women of all identities to build a supportive community*; a panel on Inequity, Power and Sexual Violence discussing the intersection of *#metoo* with systemic inequality; and the Women’s Writing Circle led by facilitator Sheniz Janmohamad, MFA, artist educator and spoken word artist – with a food drive and donation collection for the Native Women’s Resource Centre and a community wall on which to share women’s experiences of resistance and resilience. The program was presented by The Office of the Vice-President of Equity and Community Inclusion and Ryerson’s Human Rights Services, in partnership with The Consent Comes First Office, Access Ryerson, Ryerson Faculty Association (RFA), Canadian Union of Public Employees (CUPE), Ontario Public Service Employees Union (OPSEU), Human Resources, Student Affairs (Student Code of Conduct Office, Tri-Mentoring Office, Student Life, Career Centre, International Student Support), Faculty of Engineering and Architectural Sciences (FEAS), Ryerson Students’ Union (RSU), Continuing Education Students’ Association of Ryerson (CESAR), Centre for Women & Trans People and Ryerson Aboriginal Student Services (RASS).

VIOLA DESMOND – The new \$10 bill featuring civil rights activist Viola Desmond, the first black person and the first non-royal woman on a regularly circulating Canadian banknote, was unveiled in Halifax on March 8th by Bank of Canada governor Stephen Poloz and Finance Minister Bill Morneau, with Viola Desmond’s sister Wanda Robson formally revealing the design. The annual Viola Desmond Awards at Ryerson honouring her legacy and her inspiration will take place this year on May 11th.

SECRET MARATHON – Filmmaker Kate McKenzie (Master’s in Digital Media ’17) partnered with the Running Room to launch the inaugural Secret Marathon that took place in 10 cities across Canada the day before International Women’s Day, with support from the charity Canadian Women for Women in Afghanistan. The 3 km race was 1.5 km out and back, and the route was kept secret until the race began. The event was inspired by *The Secret Marathon*, a documentary filmed by Kate McKenzie and colleague Martin Parnell (to be released in the fall) telling the story of Afghani women running the country’s first

marathon where the route was kept secret as a matter of safety. The film honours Afghani women and men who came together in solidarity under extremely difficult circumstances, to support the right of all humans to walk or run free of fear in their community.

SHE THE NORTH – Toronto Raptors president Masai Ujiri (Doctor of Laws *honoris causa* '17) and Raptors vice-president basketball operations Teresa Resch took part in an onstage discussion at the Ted Rogers School of Management on February 27th organized by the Women in Leadership Association (WiLA) and moderated by CTV's Marci Ien (RTA School of Media '91) titled *Leadership Diversity in Sports*. The Raptors have eleven women in front-office roles, the most in the NBA, and initiated "She the North" as a speaker series sharing the experiences of women in leading positions – and leading change.

AL GORE @ MAC – On March 8th, the Ryerson Leadership Lab hosted *Al Gore at Ryerson: Taking Leadership on the Climate Crisis* – joined for an onstage discussion by Ontario premier Kathleen Wynne. The author of *An Inconvenient Truth* and an Oscar-winning documentary of the same name, founder and chair of The Climate Reality Project, Nobel Laureate and 45th vice-president of the United States spoke about the evolving climate change challenge, from the continuing crisis of rising temperatures, record rainfall, devastating wildfires, and polar thaw to the growing sustainability revolution where students can make a difference championing renewable energy and environmental innovation.

GLO II – From March 8-15th Ryerson International presented Global Learning Opportunities II under the theme *Meaningful Global Engagement* featuring a speaker series including professor of distinction Stephen Lewis, co-founder and co-director of AIDS-Free World; Pam Palmater, professor and chair in Indigenous Governance; and Senator Ratna Omidvar, founding executive director of the Ryerson Global Diversity Exchange – and activities including a debate by the Ryerson Speech and Debate Association; social events and an NGO fair with Toronto based organizations offering opportunities for students.

BEST DIVERSITY EMPLOYER – For the fourth year in a row Ryerson has been named to the national list published in the March 2nd edition of the Globe and Mail. The ongoing recognition is a tribute to the 'people first' culture; reports such as *Our Community, Our Diversity and Truth and Reconciliation at Ryerson: Building a Foundation for Generations to Come*; and the leadership of the vice-president equity and community inclusion together with human resources and partners on and off campus, for strategies advancing career development, health and well-being, and mutual support.

from the president's calendar

February 12, 2018: I met with Bernie Farber, retiring executive director of the Mosaic Institute, to thank him for his support for students and scholars, and contributions to social justice and diversity.

February 12, 2018: I was very pleased to give welcome remarks at the Faculty of Community Services Centre for Urban Research and Land Development dinner.

February 13, 2018: I was so impressed with my visit to the Ryerson Fashion Research Collection, and appreciated the expertise of curator Ingrid Mida in giving me a tour of our outstanding resource.

February 13, 2018: I met with Dyane Adam, chair of the French-language University Planning Board and Sheldon Levy, CEO of NEXT Canada to discuss Ryerson mentorship of the new university.

February 14, 2018: OneEleven hosted a tour for the Ryerson executive group at the new space on Front Street providing entrepreneurial scale-ups a leading edge environment for creative innovation.

February 14, 2018: I was pleased to host Helen Vari, Brigadier-General Stephen Cadden and Chris Munro, veterans transition to education coordinator with Spanning the Gaps, for a lunch among colleagues dedicated to citizenship.

February 15, 2018: I was pleased to attend an event celebrating the competitive success of MBA teams this year with special guest speaker Kevin Peesker, president of Microsoft Canada.

February 16, 2016: I met with Ray Sharma, founding partner and CEO of Extreme Venture Partners to discuss partnering on initiatives encouraging girls and young women to consider STEM.

February 19-21, 2018: Building on Ryerson partnerships in India, I was in Mumbai for the announcement of the partnership on women's entrepreneurship and attended a reception hosted by Nadir Patel, High Commissioner of Canada in India.

February 26, 2018: I was pleased to welcome deputy vice chancellor academic Professor Vivienne Lawack and director in the office of the DVC Dr. Anita Maurtin from the University of the Western Cape, South Africa, on a visit to campus and a discussion on international collaboration.

February 27, 2018: As a member of the United Way Cabinet for the 2018 campaign, I was very pleased to meet with Kim Hunt-Rao, vice president, corporate donor relations, and Gordon Shand, senior manager, corporate donor relations, for a United Way cabinet orientation.

February 27, 2018: I was pleased to attend a National Institute on Ageing (NIA) panel discussion at the invitation of Mitch Frazer, co-chair of the NIA advisory board and vice-chair of the Ryerson Board.

February 27, 2018: Ryerson met with the Hon. Harinder Malhi, Ontario Minister of Social Services, to discuss the Brampton development partnership.

February 28, 2018: Members of the Aga Khan Development Network were on campus for a tour of the DMZ and a discussion about collaboration and entrepreneurial initiatives.

March 1, 2018: I attended the CyberCanada Senior Leadership Summit Centre hosted by the Council of Canadian Innovators, the Centre for International Governance Innovation, Boston Consulting Group's Centre for Canada's Future, and the Globe and Mail.

March 1, 2018: I was pleased to attend the talk given by Mayor John Tory as a guest in the speaker series organized annually by distinguished counsel in residence Ralph Lean.

March 2, 2018: I attended a digital identity roundtable hosted by technology leader and analyst Don Tapscott, as part of Ryerson's growing presence in block chain education.

March 5, 2018: Janice Fukakusa, chair of the Board of Governors, hosted a reception recognizing the team effort in the Ryerson law school proposal, and the success of the initiative in making its case.

March 5, 2018: I was joined by Steven Liss, vice-president research and innovation, in a meeting with Dan Sinai, Senior Executive Innovation, IBM Canada, for a discussion on a partnership to support cyber-security initiatives.

March 6, 2018: At the invitation of CIBC president and CEO Victor Dodig I attended a roundtable discussion on the Sidewalk Labs initiative and the continuing community consultation and planning.

March 7, 2018: I was very pleased to meet with Bobby Sniderman for a conversation on city-building and community engagement.

March 8-9, 2018: The student-led Ted Rogers Management Conference continues to honour the legacy of Ted Rogers and the support of the Rogers family, and I was pleased to introduce Melinda Rogers as the opening plenary speaker.

Congratulations and thanks to the recipients honoured by Ryerson's annual recognition program, to be celebrated this year at Ryerson Awards Night, March 28th – the full list is below.

2018 RYERSON AWARD RECIPIENTS
TEACHING AND EDUCATION AWARDS
Chancellor's Award of Distinction: Dana Lee, RTA School of Media, Faculty of Communication and Design
President's Award of Teaching Excellence: Vincent Hui, Architecture, Faculty of Engineering & Architectural Science
Provost's Experiential Teaching Award: Linying Dong, Information Technology Management, TRSM
Yeates School of Graduate Studies Outstanding Contribution to Graduate Education Awards
• Alagan Anpalagan, Graduate Programs, Department of Electrical and Computer Engineering

- Rachel Berman, Master of Arts in Early Childhood Studies, School of Early Childhood Studies
- James Gräfe, Biomedical Physics Graduate Programs, Department of Physics
- Karen Milligan, Psychology Graduate Programs, Department of Psychology
- Paul Moore, Communication and Culture Graduate Programs, Department of Sociology
- James Tiessen, MBA Programs, Health Services Management
- Matthew Tiessen, Masters Program, School of Professional Communications

Deans' Teaching Awards - Faculty (RFA)

- Becky Choma, Department of Psychology, Faculty of Arts
- Sara Edge, Department of Geography and Environmental Studies, Faculty of Arts
- Elsayed Elbeshbishi, Civil Engineering, Faculty of Engineering and Architectural Science
- William Huggon, Department of Psychology, Faculty of Arts
- Julie Kellersohn, Marketing Management, Ted Rogers School of Management
- Adrian Ma, School of Journalism, Faculty of Communication and Design
- Joseph Recupero, RTA School of Media, Faculty of Communication and Design
- Jasna Schwind, Daphne Cockwell School of Nursing, Faculty of Community Services
- Oona St-Amant, Daphne Cockwell School of Nursing, Faculty of Community Services
- Sharareh Taghipour, Mechanical and Industrial Engineering, Engineering & Architectural Science
- Melissa Toffanin, School of Accounting and Finance, Ted Rogers School of Management

Deans' Teaching Awards - Contract Lecturers (CUPE 1 and 2)

- Donna Barnes, School of Nutrition, Faculty of Community Services
- Ross Fair, Department of History, Faculty of Arts
- Judy Healy, School of Hospitality and Tourism Management, Ted Rogers School of Management
- Laurie Jacklin, Arts Program Area - History, The G. Raymond Chang School of Continuing Education
- Valérie Kaelin, School of Image Arts, Faculty of Communication and Design
- Steve Solomon, School of Social Work, Faculty of Community Services
- Jonathan Wong, Graphic Communications Management, Faculty of Communication and Design

SCHOLARLY, RESEARCH AND CREATIVE ACTIVITY AWARDS

Sarwan Sahota Ryerson Distinguished Scholar Award

- Farrokh Janabi-Sharifi, Mechanical and Industrial Engineering, Engineering and Architectural Science

Collaborative Research Award

- Catherine Beauchemin, Department of Physics, Faculty of Science
- Anatoliy Gruzd, Global Management Studies, Ted Rogers School of Management

Early Research Career Excellence Award

- Umberto Berardi, Dept. of Architectural Science, Faculty of Engineering & Architectural Science
- Jamin Pelkey, Department of Languages, Literatures and Cultures, Faculty of Arts

Knowledge Mobilization and Engagement Award

- Marusya Bociurkiw, RTA School of Media, Faculty of Communication and Design

Social Innovation and Action Research Award

- Wendy Cukier, Department of Entrepreneurship and Strategy, Ted Rogers School of Management

Deans' Scholarly, Research and Creative Activity Awards

- Harald Bauder, Department of Geography and Environmental Studies, Faculty of Arts
- Anthony Bonato, Department of Mathematics, Faculty of Science
- Eric Hehman, Department of Psychology, Faculty of Arts
- Chun-Yip Hon, School of Occupational and Public Health, Faculty of Community Services
- Seung Hwan (Mark) Lee, School of Retail Management, Ted Rogers School of Management
- Bruno Lessard, School of Image Arts, Faculty of Communication and Design
- Mehrab Mehrvar, Chemical Engineering, Faculty of Engineering and Architectural Science
- Jamin Pelkey, Department of Languages, Literatures and Cultures, Faculty of Arts
- Janet Yamada, Daphne Cockwell School of Nursing, Faculty of Community Services
- Hossein Zolfaghari, Global Management Studies, Ted Rogers School of Management

SERVICE AND LEADERSHIP AWARDS
President's Blue and Gold Award of Excellence
<ul style="list-style-type: none"> • Paul Stenton, University Planning • Congress Operations Committee: <ul style="list-style-type: none"> ○ Adam Anthony, Office of the VPAO ○ Silvana Babikian, University Business Services ○ Kerri Bailey, Facilities Management & Development ○ Michelle Chaisson, General Counsel & Board Secretariat ○ Voula Cocolakis, University Business Services ○ Tony Conte, Office of the VPAO ○ Gill Dagostino, Integrated Risk Management ○ Walter DaSilva, Ryerson Food Services ○ Julia Davydova, Faculty of Arts ○ Rosetta Donato, The Chang School ○ Darcy Flynn, University Business Services ○ Loudanski Gumbs, Integrated Risk Management ○ Duane Harris, University Business Services ○ Janet Jardine, University Relations ○ Sean Kearns, Computing & Communications Services ○ Ralston Kwan, Ted Rogers School of Management ○ David Lester, Computing & Communications Services ○ Meghan MacLean, Design Fabrication Zone ○ Nora McAllister, Human Resources ○ Sharmaine McKenzie, Faculty of Arts ○ Mourad Michael, Computing & Communications Services ○ Catherine Parry, University Relations ○ Garth Poppleton, Facilities Management & Development ○ Tanya Poppleton, Integrated Risk Management ○ Geetha Ramasamy, Ryerson Food Services ○ Alyson Reader, Office of the VPAO ○ Caroline Riley, Human Resources ○ Kyle Robinson, Facilities Management & Development ○ Howard Sculnick, Shipping, Receiving & Mail Services ○ Syeda Zehra Shah, Faculty of Arts ○ Stefania Simonetta, Mattamy Athletic Centre ○ Heather Willis, Office of the VP ECI
Alan Shepard Equity, Diversity and Inclusion Employee Award
<ul style="list-style-type: none"> • Imogen Coe, Faculty of Science • Sricamalan Pathmanathan, Human Resources • Anver Saloojee, Ryerson International • Career Centre Team: <ul style="list-style-type: none"> ○ Fenella Amarasinghe, Student Affairs ○ Rachel Barreca, Student Affairs ○ Rebecca Dirnfeld, Student Affairs ○ Chi-Chi Egbo, Student Affairs ○ Jean-Pierre Fernandes, Student Affairs ○ Olanike (Nikki) Waheed, Student Affairs • Positive Space Co-Chair Team <ul style="list-style-type: none"> ○ Laurie Stewart, Administration and Operations Communications ○ Rachel Trozzolo, Yeates School of Graduate Studies
Linda Grayson Administrative Leadership Award
<ul style="list-style-type: none"> • Sharmaine McKenzie, Faculty of Arts

<ul style="list-style-type: none">• Mohammad Adnan Syed, Faculty of Science
Larissa Allen Employee Experience Staff Award
<ul style="list-style-type: none">• Aseel Kafil, Faculty of Communication and Design• Karen Shamoona, Faculty of Community Services
Julia Hanigsberg Make Your Mark Staff Awards
<ul style="list-style-type: none">• Jennifer Barcelona, Student Affairs• Nene Brode, Faculty of Engineering and Architectural Science• Maria Burgos, Faculty of Community Services• Marilou Cruz, The G. Raymond Chang School of Continuing Education• Carson Pun, Faculty of Arts• Nursing Course Relocation Team:<ul style="list-style-type: none">○ Molly Anthony, Facilities Management and Development○ Charles Caria, Facilities Management and Development
Deans' Service Awards
<ul style="list-style-type: none">• Tara Burke, Department of Psychology, Faculty of Arts• Linying Dong, School of Information Technology Management, Ted Rogers School of Management• Catherine Dowling, School of Interior Design, Faculty of Communication and Design• Daniel Foucher, Department of Chemistry and Biology, Faculty of Science
Counsellor Award
<ul style="list-style-type: none">• Ruth Frolic, Centre for Student Development and Counselling, Student Affairs
Librarian Awards
<ul style="list-style-type: none">• Brian Cameron, Collection Services, Library and Archives• Sally Wilson, Information Technology Services, Library and Archives

RYERSON COMMUNICATIONS REPORT

A sampling of appearances in the media by members of the Ryerson community for the April meeting of Ryerson Senate.

Student engagement

The Globe and Mail reported that Ryerson's new master's program in data science and analytics partners with IBM, St. Michael's Hospital, the Toronto Stock Exchange, and the Globe and Mail to give students hands-on training.

CTV News, Radio-Canada, Canadian Architect, and Toronto Life featured seven unique art installations on Toronto's beaches, including Ryerson's NEST.

BlogTO's coverage featured students **Adrian Chiu, Arnel Espanol** and **Henry Mai**, who described NEST as "an installation that embodies ideas of comfort within a system of disorder and complexity."

Maclean's spoke with **Ian Crookshank**, Housing and Residence Life, for an article about what's new and hot at residences and housing at Canadian universities.

Urban Toronto featured Ryerson's Jarvis Street Residence.

SRC excellence

Pamela Palmater, Chair in Indigenous Governance, contributed a piece to the Lawyers Weekly about PM Trudeau and indigenous rights. She spoke to the Guardian about Canadian indigenous leaders being divided over Trudeau's pledge to put them first, and to CTV News about the Colten Boushie case.

Mark Bulgutch, Journalism, contributed a piece to the Toronto Star on the Olympics.

The Financial Post and CBC Radio referenced research on automation by the Brookfield Institute for Innovation + Entrepreneurship.

The Independent quoted **Jonathan Farrar**, TRSM, on the topic of tax evasion. He spoke to the National Post about the CRA's case against Enron, in an item that appeared in eight other news sites.

Reuters US quoted **Frank Clayton**, Centre for Urban Research and Land Development, on the topic of Toronto's housing supply challenge. The item was picked up by more than 30 international news sites.

The Washington Post quoted **Laurel Walzak**, RTA School of Media, in an article about McDonald's partnership with the Olympics and its athletes. The item appeared on more than 12 other news sites.

Ivan Joseph, director of Athletics, contributed a piece to the Globe and Mail on the power of role models.

Treehugger, Dandyhorse magazine, and Biking Toronto featured research by **Raktim Mitra**, Urban and Regional Planning, and **Tamara Nahal**, Master's of Urban Development, on the impact of good biking infrastructure.

Gina Alexandris, director, Law Practice Program, spoke to Law Times about young lawyers looking for more flexibility.

The Ryerson School of Performance was featured on the CBC's "Rick Mercer Report."

Ramona Pringle, RTA School of Media, spoke to CBC Radio about household robots. She also spoke to CBC Radio about digital currency and blockchain technology, and contributed a piece to CBC News on advertisers and social media.

Metro News quoted **Karim Bardeesy**, distinguished visiting professor and co-founder of the Ryerson Leadership Lab, on the topic of Al Gore's visit to Toronto to discuss climate change.

The Globe and Mail quoted **April Lindgren**, Journalism, on provisions for the media in the new budget.

The Toronto Star, CBC News, CTV Toronto, CP24, CBC Radio's Metro Morning, and the Toronto Sun reported that Ryerson hosted the Ryerson Democracy Forum with four provincial party leaders, quoting **Martin Regg Cohn**, distinguished visiting professor. He also contributed a piece to the Star about the Forum.

Nicole Forrester, RTA School of Media, contributed a piece to the National Post on how Olympians train their brains to become mentally tough. She penned another piece on whether athletes are truly the focus of the Olympics, an item that appeared in Conversation, the National Post, and Metro Toronto.

Tony Bates, distinguished visiting professor, was quoted in an University Affairs article on MOOCs.

Stephanie Cassin, Psychology, was quoted in Medical Health and CBC News about social media pushing more millennials to turn to cosmetic procedures.

Global News spoke with **Colleen Carney**, Sleep and Depression Laboratory, about "sleep divorce."

Murtaza Haider, TRSM, contributed a piece to the Financial Post about Canadians being among the biggest foreign homebuyers in the U.S.

Hayden King, Centre of Indigenous Governance, spoke to CBC Radio about Trudeau's speech on renewing relationship between Canada and indigenous peoples.

Sean Mullin, Brookfield Institute for Innovation + Entrepreneurship, spoke to CBC Radio about the Innovation Superclusters Initiative. He spoke to Global News about PM Trudeau's meeting with Amazon's Jeff Bezos as a good sign for Toronto hosting the company's second HQ.

University Affairs spoke with **Imogen Coe**, dean of Science, and **Leigh Paulseth**, SciXchange, on the topic of women in STEM.

Idil Abdillahi, Social Work, was quoted in the Brampton Guardian on the topic of gun violence and mental health.

Cherise Burda, City Building Institute, appeared on TVO's The Agenda discussing high-rise living in Toronto.

Ratna Omidvar, Global Diversity Exchange, contributed a piece to HuffPost Canada on the potential for Toronto to be the site for Amazon's second HQ.

Chris MacDonald, TRSM, spoke to CBC News and CBC Radio's Here and Now about the ethical minefield and controversy surrounding the gun industry.

Cheri Bradish, TRSM, spoke to CBC Radio about Olympic sponsorship.

Tony Hernandez, Centre for the Study of Commercial Activity, spoke to the Globe and Mail about a new branding philosophy.

Tony Bates, distinguished visiting professor, Chang School of Continuing Education, spoke to Maclean's about online university program offerings in Canada.

Journalism professor **Lisa Taylor** spoke to the National Post about jury diversity and media bias, in an article carried by 10 other news sites.

Sonya Fatah, Journalism, contributed a piece to the Globe and Mail about Trudeau's visit to India.

Wayne Petrozzi, Faculty of Arts, spoke to Metro News about Ontario Premier Kathleen Wynne's threat of a trade war against Buy American. The item appeared in 12 other print and online news sites. He also spoke to Citytv about Ontario politics.

Global News quoted **Peter Vronsky**, Faculty of Arts, in an article on serial murderer Bruce McArthur.

David Amborski, Centre for Urban Research and Land Development, was quoted in the Toronto Star and Metro News about tumbling Toronto home sales as a sign of a return to a normal market.

The Toronto Star quoted **Farrah Khan**, Office of Sexual Violence Support and Education, in reaction to the Ontario Liberals' gender violence strategy funding. She also spoke to Flare magazine about the conversation surrounding mass shootings.

The Globe and Mail quoted **Hussam Ayyad**, DMZ, on chatbots.

May Friedman, Social Work, was quoted in the Toronto Star about the firing of an Arcadia University professor and the notion of free speech. Similar coverage appeared in 40 news sites.

Metro News featured research by **Christopher Greene**, Geography & Environmental Studies, on the topic of green canopies and trees as an indicator of neighbourhood income.

NOW Toronto featured Ryerson's partnership with Walls to Bridges, where students will learn to look past stigma by studying with prisoners. The article quoted **Kym McLaren**, Faculty of Arts.

Myer Siemiatycki, Politics and Public Administration, was quoted in the National Post about Doug Ford campaigning for the Ontario PC leadership. He also spoke to CTV News about the Liberals revisiting minimum wage and climate change issues to provoke the Conservatives. The item appeared in 20 news sites. .

Ann Cavoukian, Privacy by Design Centre of Excellence, appeared on a TVO's The Agenda discussion about the power of networks and related privacy issues.

MIT Technology Review quoted **Christopher De Sousa**, Urban and Regional Planning, on the topic of smart cities.

Cherise Burda and **Claire Nelischer**, City Building Institute, contributed a piece to the Toronto Star on the topic of sales data for King Street as a positive sign for the future.

Janam Mukherjee, History, spoke to the National Post about Winston Churchill's legacy. The item ran in 10 other news sites.

Katie Lebel, TRSM, spoke to 680 News and CityTV about the Olympics and marketing opportunities for athletes. She contributed a piece to the Globe and Mail about the #TimesUp movement in sports.

The Toronto Star spoke with **Kelly McShane**, Faculty of Arts, about tapping into the transformative power of writing.

The Globe and Mail quoted **Frances Gunn**, TRSM, on the topic of professionals increasingly seeing retail as a promising career path.

The Globe and Mail featured Industrial Engineering student **John Marzo** in an article on cryptocurrencies.

Michael Manjuris, TRSM, spoke to Citytv's Breakfast Television about U.S. steel and aluminum tariffs.

Innovation

REMI Network reported that Schneider Electric Canada has partnered with Ryerson to build the Smart Building Analytics Living Lab, the first laboratory of its kind in Canada. The Business Journals quoted **President Lachemi** on the \$1-million in-kind donation to support the project. A similar item appeared in Energy Manager.

The Lawyers Weekly reported that Ryerson's proposed law school reached another benchmark in the approval process as the Law Society of Ontario has backed the Federation of Law Societies of Canada's preliminary endorsement of the program.

Canadian Lawyer Magazine quoted **Anver Saloojee**, AVP, Ryerson International, in an article on Ryerson's proposed law school.

Techvibes reported that the DMZ was named the number one university-managed business incubator in the world by UBI Global.

Startup Here Toronto reported on the City of Toronto and Ryerson partnering to create the ShapeLab, quoting **Michael Benaroch**, Provost and Vice-President Academic.

The National Post reported that the federal government's culture strategy included a \$125 million-deal with Facebook to set up a news incubator at Ryerson.

Betakit spoke with **Abdullah Snobar**, DMZ, about a new accelerator supporting women founders.

Business News Network spoke with **Abdullah Snobar**, DMZ, about the start-up community's federal budget wish list.

Insurance Gateway reported that the Ontario Ministry of the Attorney General and Ryerson's Legal Innovation Zone launched an artificial intelligence (AI) legal challenge to encourage law firms to use technology companies that use AI for legal applications.

NOW Toronto featured the Growing North initiative by the Social Ventures Zone.

The Ottawa Citizen reported on Zone Startups India, “the startup incubator that Ryerson University runs in Mumbai with the Bombay Stock Exchange.” Similar mentions ran in 12 print and online news sites. The Financial Express reported on Zone Startups India, quoting **Matt Saunders**, Zone Startups.

Community engagement and city-building

A University Affairs article on the Sam the Record Man sign quoted **President Mohamed Lachemi**.

Urban Toronto featured construction progress at the Daphne Cockwell Health Sciences Complex. Urban Toronto also reported on Ryerson’s expanding campus and the Centre for Urban Innovation.

The Toronto Star quoted **Judy Finlay**, Child and Youth Care, in an article about Ryerson helping remote First Nations grappling with overcrowding and youth suicide.

The Toronto Star reported on the Ryerson Democracy Forum, where the leaders of Ontario’s four biggest parties met onstage.

NOW Toronto reported that the Social Ventures Zone at Ryerson is home to unique entrepreneurial initiatives designed to make a positive impact in a variety of communities, both in Toronto and beyond.

Today’s Parent featured a free skate at Ryerson’s Mattamy Athletic Centre among fun Family Day events in Toronto.

570 News Kitchener reported that Ryerson is among the list of Canada’s best diversity employer.

Techvibes reported that **Pamela Robinson**, Urban and Regional Planning, will act as an urban academic advisor on the Quayside development project.

Indo-Canadian Voice reported that during a visit to the Ryerson Futures facility at the Bombay Stock Exchange, Navdeep Bains, Minister of Innovation, Science and Economic Development, announced a \$500,000 contribution from the Government of Canada for a two-year pilot project promoting women’s empowerment and entrepreneurship in Canada and India.

Business Insider US reported that Ryerson received federal funding for the project Developing Canadian Partnerships for Countering Violent Extremism, quoting **Sara Thompson**, Criminology.

Prepared by University Relations

SENATE MEMBERSHIP (2018-2019)
 FACULTY

Green = New Black = Returning Red = Vacancy

	TERM NUMBER	YEAR IN TERM	DEPARTMENT/SCHOOL
Arts			
Tara Burke	(2)	(1 st)	Psychology
Paul Moore	(1)	(1 st)	Sociology
Michelle Dionne	(1)	(2 nd)	Chair, Psychology
Neil Thomlinson	(1)	(2 nd)	Politics
Communication and Design			
Peggy Shannon	(1)	(1 st)	Chair, School of Performance
Chris Kular	(1)	(1 st)	Graphic Communications Management
Matt Tiessen	(1)	(1 st)	Professional Communication
Sholem Dolgoy	(1)	(2 nd)	School of Performance
Community Services			
Nancy Walton	(1)	(1 st)	Director, Daphne Cockwell School of Nursing
Annette Bailey	(1)	(1 st)	Daphne Cockwell School of Nursing
Esther Ignani	(1)	(1 st)	Disability Studies
Richard Meldrum	(1)	(1 st)	Occupational & Public Health
Engineering and Architectural Science			
Dimitri Androutos	(1)	(1 st)	Chair, Electrical & Computer Engineering
Ahmed Al-Rabbany	(1)	(1 st)	Civil Engineering
Krishna Kumar	(2)	(1 st)	Aerospace Engineering
Amir Yazdani	(1)	(1 st)	Electrical & Computer Engineering
Science			
Dave Mason	(2)	(2 nd)	Computer Science
Andrew McWilliams	(1)	(2 nd)	Chemistry & Biology
Andriy Miransky	(1)	(1 st)	Computer Science
Vacant	(1)	(1 st)	Chair
Ted Rogers School of Management			
Stan Benda	(2)	(1 st)	Law & Business
Robert Hudyma	(2)	(1 st)	Information Technology Management
Sergiy Rakhmayil	(2)	(1 st)	Finance
James Tiessen	(2)	(1 st)	Director, Health Services Management
G. Raymond Chang School of Continuing Education			
Costin Antonescu	(2)	(2 nd)	Chemistry & Biology, Science
Youcef Derbal	(2)	(2 nd)	Information Technology Management, TRSM
Librarian			
Jane Schmidt	(1)	(1 st)	
At-Large			
Vanessa Magness	(1)	(2 nd)	Accounting & Finance, TRSM
Ravi Ravindran	(1)	(2 nd)	Mechanical & Industrial Engineering, FEAS
Mandana Vahabi	(1)	(1 st)	Nursing, Faculty of Community Services
David Checkland	(1)	(1 st)	Philosophy, Arts
Canadian Union of Public Employees			
Joe Zboralski			
Ryerson Faculty Association			
Ron Babin			

SENATE MEMBERSHIP (2018-2019)

STUDENTS AND ALUMNI

	<u>DEPARTMENT/SCHOOL</u>	<u>TERM</u>
<u>Arts</u> Joshin Marriott	Sociology	1 st
<u>Communication & Design</u> Lauren Emberson	RTA Media Production	2 nd
<u>Community Services</u> Jacob Circo	Urban & Regional Planning	1 st
<u>Engineering and Architectural Science</u> Fahim Khan	Mechanical Engineering	1 st
<u>Science</u> Sadia Mehmood	Biomedical Science	1 st
<u>Ted Rogers School of Management</u> Ahn Minh Nguyen	Business Management	1 st
<u>School of Graduate Studies</u> Vacant Vacant		
<u>G. Raymond Chang School of Continuing Education</u> Vacant Vacant		
<u>At-Large</u> Nassima Allou Ali Mulji Akshaya Rahunathan Akshit Sharma	Faculty of Science, Biomedical Science Ted Rogers School of Management, Business Management Faculty of Arts, Politics & Governance Faculty of Engineering & Architectural Science, Mechanical Engineering	
<u>RSU and CESAR Representatives</u> TBD Leizel Yance	Vice-President Internal, Continuing Education Students Association of Ryerson (CESAR)	
<u>Alumni</u> Joshua Makuch Charles Tam		2 nd year of 1 st term 2 nd year of 1 st term

SENATE MEMBERSHIP (2018-2019)***EX OFFICIO***

TBD	Chancellor
Mohamed Lachemi	President, Vice-Chancellor and Chair of Senate
Michael Benarroch	Provost and Vice-President Academic
Deborah Brown	Vice-President, Administration and Operations
Steven Liss	Vice-President, Research and Innovation
Ian Mishkel	Vice-President, University Advancement and Alumni Relations
Denise O'Neil Green	Vice-President, Equity and Community Inclusion
Marcia Moshé	Interim Vice Provost, Academic
Saeed Zolfaghari	Vice Provost, Faculty Affairs
John Austin	Interim Vice Provost, Students
Glenn Craney	Deputy Provost and Vice Provost, University Planning
Pam Sugiman	Dean, Arts
Charles Falzon	Dean, Communication and Design
Lisa Barnoff	Dean, Community Services
Thomas Duever	Dean, Engineering and Architectural Science
TBD	Dean, Science
Avner Levin	Interim Dean, Ted Rogers School of Management
Jennifer Mactavish	Vice Provost and Dean, Yeates School of Graduate Studies
Marie Bountrogianni	Dean, G. Raymond Chang School of Continuing Education
Charmaine Hack	Registrar
Carol Shepstone	Chief Librarian

SENATE ASSOCIATES (non-voting)

Anne-Marie Brinsmead	Chang School of Continuing Education
Muthana Zouri	Chang School of Continuing Education
<i>Vacant</i>	Canadian Union of Public Employees
<i>Vacant</i>	Canadian Union of Public Employees

REPORT OF ACADEMIC STANDARDS COMMITTEE

Report #W2018-3; April 2018

In this report the Academic Standards Committee (ASC) brings to Senate its evaluation and recommendation on the following items:

- **Periodic Program Review – Journalism, Faculty of Communication & Design**
- **Periodic Program Review – Graphic Communications Management, Faculty of Communication & Design**
- **For Information: Chang School Certificates – February and March 2018**

A) PERIODIC PROGRAM REVIEW – JOURNALISM

EXECUTIVE SUMMARY

Ryerson's Bachelor of Journalism (BJourn) program has a storied past and hard-earned reputation. It continues to lead through its innovative curriculum and steadily growing focus on students learning journalism by doing journalism for real audiences. Recent years have seen important changes in technology and the approach to teaching journalism, including three major movements that have challenged the field: a search for new business models, the social media revolution and the adoption of mobile, wireless technology as a platform not only for the dissemination of news, but also for its production. Our response has included a continuing focus on substantial curricular innovation, with major revisions to program framework introduced first in the "media-agnostic" reform of 2007 and now in the dramatic alterations to foundational sequencing and final-year options introduced in February 2015.

This rapid and continuous change in the world of journalism has required the School to be focused on its goals and objectives, with academic objectives for students in the BJourn program now expressed as follows:

- Understand the significance and role of media in society
- Possess current professional skills, including demonstrable and relevant technical ability and legal knowledge, acquired through experiential learning
- Be capable of conducting and synthesizing high-level professional and scholarly research
- Anticipate, identify and influence challenges and opportunities for journalism
- Think critically and analytically
- Engage the world as a global citizen, recognizing one's place and interaction in the widest of spheres
- Appreciate core journalistic values and practice according to professional ethics
- Integrate creativity, curiosity and passion into journalistic practice
- Be capable of working autonomously and collaboratively, including occupying positions of leadership
- Appreciate the challenges and opportunities of doing journalism in an environment of diverse perspectives, cultures, and interests
- Demonstrate a spirit of entrepreneurship and the ability to adapt and problem-solve in changing circumstances

The School's current academic plan lays down three priority areas: dynamic curriculum (including innovation in instructional modes and continuing growth of the News Studies Minor), ambition in faculty members' scholarship and creative activity and transformative leadership in the world of journalism. While working toward these goals, the School benefits greatly from its experienced faculty, gifted students and robust, multi-skilled administrative staff. It also benefits from the Ryerson Journalism Research Centre (RJRC), which fosters research and mobilizes knowledge, and the housing of *J-Source* at Ryerson that offers students creative work opportunities, which should dovetail with the editorial mandate of the *Ryerson Review of Journalism*. Most students – especially final-year students – participate in *The Ryersonian*'s

digital-first multiplatform news operation and benefit from outside internships. And finally, there is an increasing focus on collaborations with news organizations in Toronto wherein our students produce works of journalism of various types of media.

The number of applications for the BJourn program has declined in recent years, leading to a preventive reduction in 2015 intake to the more demographically appropriate level (127 students per year) that predated Ontario's "double cohort" surge. Demand for the BJourn program remains strong, however, as is the quality of students entering the program reflected in high school graduation averages. Although final data is unavailable at the time of writing, there was no significant change in the number of applications for the entering class of Fall 2016—the first time in recent years that applications have held steady.

Once here, students enjoy balanced prospects of both academic achievement and excellence in the practice of journalism. They learn to use the most current production tools on every platform and are immersed in the realities of reporting in a diverse city and the challenge and importance of inclusion. Understanding Aboriginal issues and other aspects of social responsibility are increasingly crucial points of instruction, along with attention to multimedia tools in creating and disseminating journalistic work and to the entrepreneurial basis of professional success in today's information marketplace. This studio-based, hands-on instruction is complemented by larger classes and alternative modalities such as asynchronous online modules. And, along with professional skills, students' elective opportunities allow them to gain advanced knowledge in the humanities and social sciences, especially as they are encouraged to pursue minors chosen from Ryerson's wide array of disciplines.

Current students, graduates and employers continue to express overall satisfaction with the program, through a perceived gap in preparedness after second year was one of several driving forces framing the latest curriculum reform and the program now being phased in. The physical plant is in good shape, with recent major renovations on the ground floor fostering collaborations and a mobile-computing environment. Our financial stability is as shaky as is the financial stability for most post-secondary educational institutions in Canada, raising concerns for future elective offerings as well as for the adequacy of essential student services. We are currently seeking funding for renovations on the second floor to retain our currency and foster interdisciplinary collaboration; attention is also needed – now more than ever – to our resources for academic advising.

Regular surveying of students and a continued commitment to innovation in curriculum will underpin our progress in coming years. This includes developing sustainable plans for high-quality journalism, packaged and delivered innovatively, in all the School's publications. We also need to articulate an enhanced "value proposition" of the BJourn degree that expresses the broad benefits of training in research on current events, critical thinking and clarity of communication using multiple platforms. But overall, the BJourn program is strongly positioned for continuing progress and there is good reason for confidence in our students' potential to lead and shape the evolving world of journalism.

FINAL ASSESSMENT REPORT (FAR)

In accordance with the Institutional Quality Assurance Process (IQAP), this final assessment report provides a synthesis of the external evaluation and the internal response and assessments of the undergraduate program delivered by the School of Journalism. This report identifies the significant strengths of the program, together with opportunities for program improvement and enhancement, and it sets out and prioritizes the recommendations that have been selected for implementation.

The report includes an Implementation Plan that identifies the recommendations; who will be responsible for leading the implementation of the recommendations; who will be responsible for providing any resources entailed by those recommendations; and timelines for acting on and monitoring the implementation of those recommendations.

A) SUMMARY OF THE PERIODIC PROGRAM REVIEW OF THE JOURNALISM PROGRAM

The School of Journalism submitted a self study report to the Vice Provost Academic on April 16, 2016. The self study presented the program descriptions and learning outcomes, an analytical assessment of the program, and program data including the data collected from a student survey along with the standard University Planning data tables. Appended were the course outlines for all core required and elective courses in the program and the CVs for each full-time faculty member in the School.

Two external arm's-length reviewers (Prof. Kelly Toughill, Associate Professor, School of Journalism, University of King's College, Halifax, NS.; and Dr. Brian Gabrial, Associate Professor, Department of Journalism, Concordia University, Montreal, QC) and one internal reviewer (Dr. Art Blake, Associate Professor, Department of History, Ryerson University, Toronto, ON) were appointed by the Dean of the Faculty of Communication & Design from a set of proposed reviewers. They reviewed the self study documentation and then conducted a site visit to Ryerson University on January 30 – January 31, 2017.

The visit included meetings with the Interim Provost and Vice-President Academic; Interim Vice Provost Academic; Dean, Faculty of Communication Art and Design (FCAD); Associate Dean, Graduate Education, FCAD; Dean and Vice-Provost, Yeates School of Graduate Studies; Associate Dean, Yeates School of Graduate Studies; Chair, Journalism; Graduate Program Director; Associate Chair; and the Undergraduate Program Director. The PRT also met with ten (10) Journalism faculty members; nine (9) School of Journalism staff members; the subject Librarian; three (3) alumni; and three (3) students. The reviewers toured classrooms, studios and meeting spaces used by the School of Journalism, including the recently refurbished television studio, the radio studio, the Venn, the Ryersonian newsroom, the Library and the new Student Learning Centre (SLC).

In their report (February 27, 2017), the Peer Review Team (PRT) provided feedback that describes how the Journalism program meets the IQAP evaluation criteria and is consistent with the University's mission and academic priorities. The learning outcomes are appropriate for contemporary journalism education. The peer review committee indicated that Journalism naturally lends itself to hands-on, real-world experience that necessarily goes beyond the classroom, and, at all program levels, the School's curricula demand active engagement through journalistic production and a required professional internship before graduation. The PRT agrees that Ryerson journalism students are well equipped to enter the workforce as trained professionals.

The main areas of strength identified by the PRT includes the up-to-date undergraduate curriculum that reflects best practices in the profession of journalism and in journalism education. The television and radio studios are state of the art. The journalism work created in the studio is shown within the building and incorporated into the work of the online production classes. Faculty members have extensive professional records and are engaged scholars in areas such as journalism education, journalism history, and literary journalism. The review team was impressed with the quality and amount of advising available to undergraduate students.

The PRT also identified areas for improvement. The most significant recommendation for the undergraduate program is an increase in faculty hires. The PRT also noted that the current eight-month contracts of the technical staff could be extended along with opportunities for their professional development.

The Director of the School of Journalism submitted a response to the PRT Report on March 28, 2017. The response to both the PRT Report and the Program's Response was submitted by the Dean of the Faculty of Communication & Design on June 5, 2017.

B) SUMMARY OF THE REVIEWERS' RECOMMENDATIONS WITH THE PROGRAM'S AND DEAN'S RESPONSES**RECOMMENDATION 1. Hire at least two new tenure-track faculty members.**

School's Response: The School has fewer tenure-track faculty than in the past. The School has a number of concerns about how the responsibilities of tenure-stream colleagues for research and creative contributions, graduate supervisions and departmental service can be met with a reduced complement. The School agrees with the PRT that hiring new tenure-stream faculty who are focused on knowledge and experience in media transformation and its implications for innovative curriculum is strategically vital for the School.

Dean's Response: The Dean's Office will continue to push for more tenure-stream hires in the school. In order to meet the immediate demands of the school, the Dean has secured the approval to hire two Limited Term Faculty positions: a single-term appointment and a two-year appointment.

RECOMMENDATION 2. Extend the current eight-month contracts of the technical staff and seek ways to bolster their professional development opportunities.

School's Response: The School agrees the technical staff play a crucial role in delivering the curriculum and supporting faculty. We will address this recommendation by examining a) extending the contracts and, b) bolstering professional development opportunities.

Dean's Response: The FCAD Operations Manager will assess staff levels across the Faculty in an effort to optimize the technical needs of our nine schools. Regarding the PRT recommendation to provide technical staff with professional development opportunities to keep current with the latest technologies the program manager was advised to allot some money to staff development in the school's budgets.

RECOMMENDATION 3. Continue important collaborative work with ThriveRU, a program dedicated to ensuring the mental health of students.

School's Response: The School is proud of its commitment to address student wellbeing and appreciates the PRT enthusiasm for our innovative initiatives. However, it should be clarified that Thrive RU is only one facet, and a recent one, of our commitment to the whole student. Staff members have been encouraged to acquire new skills and are among those enrolled in an upcoming personal development session on stress management. The University's Learning and Teaching Office (LTO) awarded a grant to two RFA journalism professors who will be testing techniques to address student anxiety about interviewing. At least four full-time and several part-time faculty members have shown longstanding interest in mental health issues by revamping student advising, doing scholarship on media coverage, continuing classroom innovations and hosting special events, to name a few examples.

RECOMMENDATION 4. Review equipment check out policies to make sure they are adequately meeting the needs of the students.

School's Response: The School agrees that this is critical—students cannot participate in courses and complete assignments without access to the appropriate equipment. To improve efficiency, the School entered into an equipment-sharing arrangement with the RTA School of Media a few years ago, and the School's technical and administrative staff is examining the policies and practices to ensure there is fair and equitable sharing between students in both schools.

Dean's Response: The Dean's Office will make sure to clarify student access to technical equipment by listing policy and procedures on the FCAD website as well as on the departmental website.

RECOMMENDATION 5. Consider giving students greater access to Mac labs and the TV and radio studios.

School's Response: The School recognizes that it needs to better communicate to students that they have access to many of the radio suites located in the Rogers Communications Centre and they need only to request card/key access.

RECOMMENDATION 6. Consider more creative scheduling options where courses may meet more than once a week.

School's Response: Providing as much flexibility to students who are juggling many demands (work, family, commuting) in addition to full-time studies has been a priority. The School has developed e-learning to give students the opportunity to learn in their own environment on their own schedules, such as our in-house video tutorials to teach technology and some journalism skills to supplement classroom lectures and workshops, and, on-line courses (the first, an elective, was offered Winter 2017, and the second, a mandatory course, will be offered Fall 2017).

C) ADDITIONAL PROGRAM RECOMMENDATIONS IN SELF STUDY

1. Continue to develop curriculum that serves diverse student aspirations and makes the learning experience of marginalized groups, including Aboriginal students, as inclusive as possible. This will begin with implementation of the plan for raising understanding of Aboriginal people's issues and the challenges and opportunities for reporting their stories in a proper context, including implementation of the plan for 2016-17.
2. Make "learning journalism by doing innovative journalism for real audiences" more central to the second halves of the BJourn curricula. This includes developing sustainable plans for high-quality journalism, packaged and delivered innovatively, in all School publications.
3. Articulate an enhanced "value proposition" of the BJourn degree that expresses the many benefits of training research on current events, critical thinking through verification and clarity of communication using multiple platforms. Work more consistently with other journalism schools and organizations to foster public awareness of what journalism is and its social importance as an impartial source of information for the public.
4. Continue to grow News Studies enrolment, aided by a more robust "marketing" of these courses, through the new FCAD-wide focus on interdisciplinary learning and teaching, and by the already-apparent strong uptake of the Public Relations Minor by Professional Communication students.
5. Work with the Dean of, and colleagues in, FCAD to find more effective means of:
 - a. responding to students' increasingly challenging mental-health and academic-accommodations needs,
 - b. providing a consistently high quality of academic advising,
 - c. advocating for the university to allocate more financial resources for essential student services, and
 - d. designing a system that allows predictability and availability of elective course offerings.
6. Update our School's SRC policy to allow for the determination of priority areas for study and leverage funding opportunities to foster research in these areas.
7. Continue planning and implement of partnerships with Journalists for Human Rights and Witwatersrand University to share values and techniques for journalism in Canada and sub-Saharan Africa, with a particular focus on entrepreneurial media ventures.

D) IMPLEMENTATION PLAN

Recommendation #1: Hire at least two new tenure-track faculty members.

Objective: To hire new tenure-stream faculty who are focused on knowledge and experience in media transformation and its implications for innovative curriculum. The School's requests in 2016 and 2017 for permission to hire tenure-track professors were not successful. It is hoped that this recommendation by the PRT will assist the Dean of FCAD, the Provost and the University administration to realize this recommendation.
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Timeline: Immediate

Responsibility for leading initiative: Chair of Journalism
Responsibly for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation: Faculty Dean

Recommendation #2: Extend the current eight-month contracts of the technical staff and seek ways to bolster their professional development opportunities.

Objective: Examine a) extending the contracts, and b) bolstering professional development opportunities for technical staff.

Timeline: Immediate

Responsibility for leading initiative: Chair of Journalism

Responsibly for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation: Faculty Dean

Recommendation #3: Continue important collaborative work with ThriveRU, a program dedicated to ensuring the mental health of students.

Objective: Continue commitment to the whole student through various initiatives.

Timeline: Ongoing

Responsibility for leading initiative: Chair of Journalism

Responsibly for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation: Faculty Dean

Recommendation #4: Review equipment check out policies to make sure they are adequately meeting the needs of the students.

Objective: Monitor and improve, if required, the equipment-sharing arrangement with the RTA School of Media.

Timeline: Ongoing

Responsibility for leading initiative: Chair of Journalism

Responsibly for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation: Faculty Dean

Recommendation #5: Consider giving students greater access to Mac labs and the TV and radio studios.

Objective: Initiate a communication to students to inform them that they have access to many of the radio suites located in the Rogers Communications Centre.

Timeline: Ongoing

Responsibility for leading initiative: Chair of Journalism

Responsibly for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation: Faculty Dean

Recommendation #6: Consider more creative scheduling options where courses may meet more than once a week.

Objective: Consider creative scheduling options and continue the use of in-house video tutorials to teach technology and some journalism skills to supplement classroom lectures and workshops, and, continue the implementation of on-line courses (the first, an elective, was offered Winter 2017, and the second, a mandatory course, will be offered Fall 2017).

Timeline: Ongoing

Responsibility for leading initiative: Chair of Journalism

Responsibly for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation: Faculty Dean

Additional Program Recommendations: Consider the additional seven (7) recommendations outlined in the self study and take action as required.

Objective: Act upon the additional recommendations outlined in the self study:

1. Develop curriculum that serves diverse student aspirations and makes the learning experience of marginalized

groups, including Aboriginal students, as inclusive as possible.

2. Make “learning journalism by doing innovative journalism for real audiences” more central to the second halves of the BJourn curricula.
3. Articulate an enhanced “value proposition” of the BJourn degree.
4. Continue to grow News Studies enrolment.
5. Find more effective means of (a) responding to students’ mental-health and academic-accommodations needs; (b) academic advising; (c) advocating for more financial resources for essential student services; and (d) predicting and making available elective course offerings.
6. Update the School’s SRC policy.
7. Continue the planning and implement of partnerships.

Timeline: Ongoing

Responsibility for leading initiative: Chair of Journalism

Responsibility for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation: Faculty Dean

ASC EVALUATION

The Academic Standards Committee recommends that the program provide a one-year follow-up report that includes:

1. Progress on the developmental plan.
2. Feedback on how issues identified in the Self-Study regarding the phased-out curriculum have been addressed in the revised curriculum that was implemented in the Fall 2015.
3. Revised program learning outcomes and mapping of required and elective core courses in the current curriculum to the revised learning outcomes.
4. Evidence that efforts have been made to review and improve course outlines.
5. A complete set of CVs, removing any duplicates and adding ones that were missing in the PPR submission.

Follow-up Report

In keeping with usual practice, the one-year follow-up report, which addresses the recommendation stated in the ASC Evaluation section, is to be submitted to the Dean of the Faculty of Communication & Design, the Provost and Vice-President Academic, and the Vice Provost Academic by the end of June, 2019.

Date of next Periodic Program Review
2025 - 2026

Recommendation

- Having satisfied itself of the merit of this proposal, ASC recommends: *That Senate approve the Periodic Program Review – Journalism, Faculty of Communication & Design*

B) PERIODIC PROGRAM REVIEW – GRAPHIC COMMUNICATIONS MANAGEMENT

EXECUTIVE SUMMARY

The School of Graphic Communications Management (GCM) was one of the original programs offered at Ryerson. The School encountered unprecedented growth between 2005 and 2013. The number of students enrolled in the program grew from approximately 400 in 2005 to over 525 in 2013. Growth has continued with 575 enrolled students in 2015, and a significant additional number of students from other programs enrolled in courses offered.

Growth has brought change, and some challenges for the program. The planned capacity of the newly constructed Heidelberg Centre School of Graphic Communications Management that opened in 2002 was

planned to satisfy a “steady state” enrollment of 120 first year students, and 400 students in total. This target was promptly achieved, and surpassed shortly thereafter.

Highlights

GCM is “home” to an engaged and thriving student cohort. Surveys conducted for the Periodic Program Review of current students, graduates and industry are very positive about the GCM program and about Ryerson University. Students are supported in their educational studies by a diverse and dedicated faculty and staff complement. Student applications remain stable or increasing, at about 900 applicants per year for approximately 180 first year spots. There was an 8% year-over-year increase in student applications for Fall 2015.

The increase in the number of enrolled students provided the School with resources to hire additional RFA and CUPE1 faculty members. Hiring has been focused on building diversity, depth and breadth to the School – each faculty member brings specific experience, skills, education, and research interests.

Increasing the faculty complement has led to improved Scholarly, Research and Creative (SRC) Activity outputs, and more team-based SRC with partners internally and externally. GCM faculty members are sought-after collaborators on research projects. SRC outputs have increased in the number of peer reviewed papers and conference presentations, industry journals, white papers and technical papers and magazine articles. There has been significant student involvement in SRC, such as third year research projects, RyeTAGA’s student research journal and student presentations at the biannual Printing Future Days conference. Some faculty members have received NSERC (unusual in FCAD), SSHRC and Mitacs grants.

The Print Media Research Centre (PMRC) was launched in 2013. The PMRC has the potential to encourage, strengthen, and promote faculty SRC output and increased student SRC activities.

The School of Graphic Communications Management was asked to host the 2013 Conference of the International Circle of Educational Institutes for Graphic Arts Technology and Management (IC) Conference, the first conference hosted by GCM. The School welcomed over 100 delegates from 23 countries. Subsequent to the IC conference, GCM has discovered that the School has become a favoured venue for similar events. GCM will host the 2016 IARIGAI (International Association of Research Organizations for the Information, Media and Graphic Arts Industries) Conference, and has been approached to host the GCEA (Graphic Communications Educators’ Association) Conference in a future year. Each of those would bring approximately 100 delegates to Ryerson.

International opportunities significantly increased during the period under review. Exchange agreements with three European universities were confirmed. At the beginning of the program review period GCM did not have any exchange agreements. Now, outbound exchange students have the opportunity to live and learn at three European universities in different countries. The student exchange program is very popular, and GCM is delighted to welcome inbound students from partner schools. Formal faculty exchange mechanisms are also in place, but are as yet unused. One faculty member, however, did spend several months of sabbatical leave teaching at a partner university.

Extra-curricular opportunities are numerous in GCM, with student associations related to many industry groups focused on specific areas of the industry including research, packaging, transactional documents, flexographic printing, digital printing, letterpress printing, and signage. In many cases, student groups travel to annual conferences with support from industry, P-FACS, RCDS, FCAD and GCM. There are many activities offered at the University, and GCM students are active in intramural sports, working on the production teams for student newspapers, serving in the Tri-Mentoring office and serving in student government. Due to their production, design and management skills, GCM students employed by many other departments at the University as part-time employees.

Post-graduation opportunities remain very strong, as they have throughout the entire history of the program. Even during periods of economic downturn, graduates of the GCM program are able to launch their careers soon after graduation. Internships following the third year of study often lead to offers of employment from internship employers. Many students return for their fourth year of education with the knowledge that an entry-level career position awaits them upon graduation. Employment remains strong – and employment opportunities are expanding beyond traditional industries and employers.

The number GCM graduates who are pursuing post-graduate degrees is increasing (mostly at the Master's level). In the last decade graduates have pursued MBA designations and Masters degrees in Professional Communication at Ryerson University. More recently graduates have enrolled in the Masters of Digital Media and the Masters in Media Management, also at Ryerson University. Other GCM graduates have pursued studies in print-related fields at Clemson University and the Rochester Institute of Technology (RIT).

Industry support for the Graphic Communications Management program is nothing short of amazing, especially in the form of gifts-in-kind (equipment, materials and software) and scholarships, but also in terms in invitations for students to participate in conferences and meetings of professional associations. Support in terms of information exchange about current industry practices and technology is highly valued and assists the School in decision-making about the trends to follow and incorporate in teaching and research.

The Canadian Printing Industries Scholarship Trust Fund (CPISTF) was funded in maintains a \$1M endowment which funds 25-30 annual renewable scholarships of \$1500 for GCM students.

Efforts of all stakeholders have promoted reputations of both Ryerson University and the School of Graphic Communications Management on a worldwide basis. The School communicates to a broader audience through thriving social media outlets including the School's website, Twitter, Facebook and other media.

In 2015, the School introduced a new curriculum that is flexible and offers student more options in determining their educational paths. This satisfied student questions, comments and demand since the previous program review. Many GCM courses, from both the old and new curricula, have been added to the Open Elective table and PR Tables of many programs both within and outside of the Faculty of Communication & Design. This encourages multidisciplinary approaches in classes and facilitates student interactions across programs. GCM also participates in the Creative Industries program with a popular module in Printing and Publishing.

Challenges

Growth has brought many positive effects, but it has also led to challenges. Some of these are significant. Some can be addressed, and others must be addressed in the future.

The increased number of students is straining the physical plant. The Heidelberg Centre was built for a specific number of students, which has now been exceeded. Lab facilities, while updated in terms of technology, are utilized to their maximum and space challenges limit the ability to add new and emerging technologies. Print and Prepress lab staff are often finished their workday when evening labs are taught. Some instructors do not have the technical expertise to conduct detailed troubleshooting on some pieces of laboratory equipment (such as printing presses, or equipment in the server room), and if problems cannot be rectified as they occur in the evening, there is a spillover effect on the next day's labs.

Technical and front office staff members require additional support and assistance, especially at peak activity times during each term.

The PPR student and graduate surveys suggested improvement; this was often centred on student choice and elective options. These suggestions were addressed in the new GCM curriculum, launched in Fall 2015. The offering of new courses brought a new (and welcome) cohort of students to the School, from schools/departments/Faculties as diverse as TRSM, Sport Media, English, Creative Industries, and Professional Communication. The School expects the number of students enrolling from other programs at the university to increase in the near future.

The school would like to attract students with higher entering averages. Several steps have been taken in this regard, but ongoing efforts are required to promote the program and boost the number of applications.

The number of scholarships and awards is healthy; however, increased enrollment means more scholarships are needed, and in higher amounts. This is especially needed in response to increasing costs for education.

The faculty complement is lean, with 11 RFA faculty for nearly 600 students. As class sizes increase, lead instructors face additional work supervising the work of additional lab instructors for the course, teaching assistants and others.

The School is subject to the negative perception of the printing industry in the popular press, and seeks ideas about how to counteract this. In the past decade the printing and allied industries have assumed a leadership role in reducing waste, tackling emissions from manufacturing. In the packaging field, the industry has become a leader in promoting sustainability, food safety and addressing concerns about packaging waste. There is more work to be done regarding promoting the value of the industry. In Canada, the printing and allied industries are a significant employer, with employees earning higher-than-average wages.

The Periodic Program Review process confirmed the School's strengths, it recognized a limited number of weaknesses, and it has identified opportunities for the School to pursue in the future. The School of Graphic Communications Management seeks support in terms of two main areas, space and personnel, in order to address areas of weakness and to continue to provide a quality education to Ryerson University students, while remaining focused on future opportunities.

FINAL ASSESSMENT REPORT (FAR)

In accordance with the Institutional Quality Assurance Process (IQAP), this final assessment report provides a synthesis of the external evaluation and the internal response and assessments of the undergraduate program delivered by the School of Graphic Communications Management. This report identifies the significant strengths of the program, together with opportunities for program improvement and enhancement, and it sets out and prioritizes the recommendations that have been selected for implementation.

The report includes an Implementation Plan that identifies the recommendations; who will be responsible for leading the implementation of the recommendations; who will be responsible for providing any resources entailed by those recommendations; and timelines for acting on and monitoring the implementation of those recommendations.

A) SUMMARY OF THE PERIODIC PROGRAM REVIEW OF THE GRAPHIC COMMUNICATIONS MANAGEMENT PROGRAM

The School of Graphic Communications Management submitted a self study report to the Vice Provost Academic on September 29, 2015. The self study presented the program descriptions and learning outcomes, an analytical assessment of the program, and program data including the data collected from a student survey along with the standard University Planning data tables. Appended were the course outlines

for all core required and elective courses in the program and the CVs for each full-time faculty member in the School.

Two arm's-length external reviewers (Dr. Nona L. Woolbright, Associate Professor, Graduate Coordinator Clemson University, Clemson, South Carolina; and Tommie Nyström, Lecturer in Graphic Communication, Vice Chair of the Study Board for Computer Science & Media Technology, Chair, Operational board for the study programme Graphic Design & Communication, Linköping University Sweden) were appointed by the Dean of the Faculty of Communication & Design from a set of proposed reviewers. They reviewed the self study documentation and then conducted a site visit to Ryerson University on October 5 – 6, 2015.

The visit included meetings with the Provost & Vice-President Academic; the Dean of the Faculty of Communications & Design; the Vice Provost Academic; the Associate Dean of Faculty & Student Affairs; the Chair of GCM; the subject Librarian; a panel of current undergraduate students and a panel of recent graduates of the program; and a large number of full-time faculty and support staff. The Peer Review Team (PRT) had an opportunity to tour the Heidelberg Centre School of Graphic Communications Management, the Ryerson Student Learning Centre, the Ryerson University Library & Archives, and to have a general campus tour.

In their report (November 9, 2015), the Peer Review Team (PRT) provides feedback that describes how the Graphic Communications Management program meets the IQAP evaluation criteria and is consistent with the University's mission and academic priorities. The PRT found very few issues with the Ryerson University GCM program in total. The faculty and staff were found to have many fine attributes and to compare well with their peer universities on all academic levels. Overall, students were found to have quality equipment, up-to-date pre-press, and generally very good facilities at their disposal.

The main areas of strength identified by the PRT include: student engagement; hands-on environment; faculty involvement and commitment; the GCM Job Fair; students' feelings of connection to faculty and staff; and the presence of a dedicated academic advisor. GCM has worked diligently to develop these strengths, and plans to continue support for these areas identified as strengths.

The PRT also identified areas for improvement:

- a) Physical space: GCM's building was designed to house 400 students, but now is being utilized by 600.
- b) Internship placement: Discussion with current students as well as alumni revealed difficulty in finding placements for the required internship.
- c) Technical Support: Support is needed for students during after-hours and an increase is needed in the number of technical support staff.

The Director of the School of Graphic Communications Management submitted a response to the Peer Review Report in March, 2016. The response to both the PRT Report and the Program's Response was submitted by the Dean of the Faculty of Communication & Design on April 19, 2016.

B) SUMMARY OF THE PRT'S RECOMMENDATIONS WITH THE PROGRAM'S AND DEAN'S RESPONSES

Recommendations

- 1. Curriculum:** Since the overall evaluation process of this peer review is centered on the old curriculum, many of the questions raised have already been remedied within the new curriculum. The reviewers questioned the number of projects that will be in the new program and if the additions will add an even greater burden to already stressed lab space.

Program's Response: *Based on the analysis done as part of the new curriculum proposal, GCM does not believe that the new curriculum will increase lab resource requirements. The School actually found the new curriculum evens out the lab requirements better across semesters; however, increased enrolment in GCM courses, especially the lab courses open to other programs, may add to stress already experienced with the labs. The School is partially addressing this concern by moving some courses to non-GCM labs, particularly shared FCAD labs and general-purpose computer labs starting in Fall 2016.*

Dean's Response: *The School has indicated that based on a careful analysis conducted as part of their new curriculum proposal that the School found the new curriculum evens out the lab requirements better across semesters. Cognizant nonetheless of increased enrollment, GCM is moving some of its courses to non-GCM labs starting in Fall 2016. As with all new curriculum rollouts in FCAD, I will continue to liaise closely with School Chairs and provide support as necessary to ensure a student experience that meets and even exceeds quality assurance standards.*

2. Faculty & Staff: There appears to be a need for additional technicians, to avoid understaffed labs. There is no contingency for when a technician is away from work, and there is no support for either students or faculty after 4 pm.

Program's Response: *GCM has taken steps to improve technical support for students. Since 2009, the School has employed CUPE 3 TA / Lab Monitors approximately 700 hours per academic year. The Lab Monitors assist with some basic lab maintenance to alleviate technical staff workload, and they are able to open labs in the evenings for open hours, and provide a basic level of support to students. While this step has been very beneficial at relatively modest cost, the School is in agreement with the recommendation of the PRT.*

The School was worked with the Dean of FCAD to post a position for an additional full-time OPSEU Client Support Technician. The hire was completed in early 2016 with a start date on February 1st. This position, now in place, covers a later shift during the academic terms to provide support in GCM labs from mid-day until 8:30 p.m. or later on weekdays. At the same time, the existing two technical staff will be better able to focus on tasks that require their levels of expertise and experience. While this new position is a term position for 17 months, it is hoped that the position will be made permanent in the future if it is shown to be of benefit to the School and if resources permit.

Dean's Response: *The Dean is am in agreement with the PRT and the School that additional technical support is needed to ensure adequate support in GCM labs. A position for an additional full- time OPSEU 17-month term position for a Client Support Technician has been in place since February 1, 2016 with the intention of making the position permanent if it proves beneficial to the School, resources permitting, and additional lab monitors have also been hired to assist technical staff. With regards to the School's desire to secure additional faculty and staff support, the Dean will consider ways to have additional resources allocated to the School within the constraints of budget and growth plans.*

3. Students: (a) An issue of concern is the space limitations caused by the growth of the enrollment exceeding space, and, with the new curricula, the space issue will become more apparent, as the labs will be booked by classes from early morning to late in the day.

Program's Response: *The School agrees that this remains a major area for improvement. The current Dean of FCAD recognizes the space issues in GCM, and the School is aware that he is working hard to help GCM find a solution. The Dean has created an FCAD Space Task Force that has worked to identify how FCAD Schools can optimize and share spaces. While the ultimate solution for GCM is additional space on campus, already the Dean has assisted with some steps that provide a measure of relief. The School remains committed to continuing to seek additional space on campus for the needs identified in the Self-*

Study and PRT Reports. Ultimately, the resources required for additional space will depend on support from the University Administration.

Dean's Response: *The Dean will continue to work closely with the School and the University to find more long-term solutions for GCM's space challenges.*

(b) Another concern is the program's end of semester course examination process, and the reviewers recommend that the faculty consider an alternative final exam practice that allows for retesting without completely requiring retaking the course if students fail the final exam.

School's Response: *The School is in agreement with reviewing the exam rule and considering alternatives. This will require additional study and consultation with stakeholders, including faculty and students. The substance of the School's discussion will include issues including:*

- *An overview of all courses to be taught in the new curriculum*
- *Team-taught courses*
- *Courses without examinations*
- *The current exam policy and how it affects non-GCM students taking GCM courses*
- *Policies of other departments that also teach GCM students (e.g., Accounting, Marketing)*
- *Exams worth a only small portion of a course's overall grade*
- *Rewrites*

The Learning and Teaching Office and a Ryerson Curriculum Development Consultant will be consulted to identify alternative assessment approaches coincident with the implementation of the new curriculum.

Dean's Response: *The Dean is pleased that as University policy evolves and as GCM moves forward with its new curriculum, the School is "in agreement with reviewing the exam rule and considering alternatives." The Dean will continue to liaise with the School to ensure that best pedagogical practices promote an exceptional student experience.*

(c) Another concern is the difficulty in finding placements for the required internship.

School's Response: *GCM is committed to ongoing improvements in the internship program and, in particular, the number and quality of internships for students. Steps taken in recent years include: hiring of a part-time internship coordinator; expanding outreach to companies ahead of the Job Fair; development of an internship manual, mandating since 2014 that internships, with rare exceptions, must be paid at or above minimum wage to improve the experience for students and employers; and accepting third year international exchange as an alternate experiential learning experience, equivalent to internship.*

Dean's Response: *The School has continued to improve its internship program. Given the increased demand for internships in FCAD programs and the growing legal complexities of student placement, an FCAD internship task force has been created that is working to develop Faculty-wide support mechanisms to ensure students are facilitated with the most positive and productive internship experience possible.*

4. Facilities and Equipment: A recommendation is to require the use of personal computers in labs rather than providing laboratory computers onsite. By providing cloud access to available software (i.e. Adobe Creative Cloud) some of the laboratory space issues might be reduced. Also, by replacing current litho press with a smaller one, a newer flexo press could be placed in the production printing lab.

Program's Response: *This topic is raised almost every year during faculty planning meetings. Laptops are not a required tool for the program at present. The School reviews this policy every year, and has always come to the same decision based on such factors as:*

- *The School offers more sophisticated output options for printing of proofs and final projects, which often require specific drivers and other device-dependent software*
- *The School operates professional-grade workflow systems (which in general, are too complex, and too expensive) to be installed, operated and maintained by student users on laptops*
- *Maintaining lab computers is less expensive (particularly based on time) than providing assistance to 600 students with personal computers*
- *Lab computers are always up to date, ready to operate at the beginning of lab sessions and students and faculty can be assured that everyone is using the same versions of software and operating systems*

With regards to the use of personal computers in the labs:

- *Software programs in senior years are sophisticated and prohibitively expensive for students*
- *Hardware and software maintenance is controlled at the school level and all students should be able to work from the same platform*
- *Students are permitted to bring personal computers to the labs.*

This situation will be reviewed.

Having only recently (2009) installed a small flexo press in the print lab in the HEI building, this recommendation was a surprise for the program. The current press suits the School's needs, is an excellent teaching tool for GCM students, and students have won numerous international competitions by submitting works they have printed on this press. Nonetheless, the School will investigate options for the funding of a more sophisticated press.

Dean's Response: The Dean agrees with the School that, at present, the compatibility and affordability issues inherent in the sophisticated hardware/software required for the program prohibits a laptop-only option. With regards to the PRT's recommendation to consider replacing the School's flexo press, the Dean agrees with the School that this does not seem to be a priority given that the current press was installed in 2009 and continues to suit the School's needs quite adequately. Nonetheless, the School has assured the Dean that the suitability of this and other equipment will continue to be evaluated on a regular basis.

C) ADDITIONAL PROGRAM RECOMMENDATIONS IN THE SELF STUDY

Alumni Organization: The School intends to revitalize and develop the alumni organization. It has not historically been active, and the School has developed in many ways, but there is potential for the alumni association to develop and play a role in the future of the School, especially around relationships with industry, community and graduates, reputation enhancement, and advancement. Other priorities, such as new curriculum implementation, program review, student recruitment, lab updates and space, have been higher than the alumni initiative. However, this remains an important initiative to address.

GCM Website: The School, with assistance from FCAD Technical Staff, plans to update and consolidate its two websites, www.ryerson.ca/gcm and www.ryersongcm.ca and migrate to the University's new Adobe content management system.

D) IMPLEMENTATION PLAN

Recommendation #1: Curriculum: Identify the number of projects that will be in the new program and if the additions will add an even greater burden to already stressed lab space.
Objective: Move some courses to non-GCM labs, particularly shared FCAD labs and general-purpose computer labs.
Timeline: Ongoing
Responsibility for leading initiative: Chair of GCM
Responsibility for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation: Faculty Dean

Recommendation #2: Faculty & Staff: Review the need for additional technicians, to avoid understaffed labs.

Objective: Take steps to improve technical support for students. Continue to work with the Dean will consider ways to have additional resources allocated to the School within the constraints of budget and growth plans.

Timeline: Ongoing

Responsibility for leading initiative: Chair of GCM

Responsibly for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation: Faculty Dean

Recommendation #3: Students: Consider (a) the lab space limitations caused by the growth of the enrollment exceeding space and the new curricula; (b) an alternative final exam practice; and (c) the difficulty in finding placements for the required internship.

Objective: (a) Continue to seek additional space on campus; (b) review the exam rule and consider alternatives; consult with the Learning and Teaching Office and a Ryerson Curriculum Development Consultant; and (c) continue to implement ongoing improvements in the internship program and, in particular, the number and quality of internships for students.

Timeline: Ongoing

Responsibility for leading initiative: Chair of GCM

Responsibly for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation: Faculty Dean

Recommendation #4: Facilities and Equipment: (a) Require the use of personal computers in labs rather than providing laboratory computers onsite. (b) Replace current litho press with a newer flexo press.

Objective: (a) Continue to review the feasibility of personal computers; and (b) investigate options for the funding of a more sophisticated press.

Timeline: Ongoing

Responsibility for leading initiative: Chair of GCM

Responsibly for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation: Faculty Dean

Additional Program Recommendation #5: Revitalize and develop the alumni organization

Objective: Explore and act upon the potential for the alumni association to develop and play a role in the future of the School, especially around relationships with industry, community and graduates, reputation enhancement, and advancement.

Timeline: 2019-2020

Responsibility for leading initiative: Chair of GCM

Responsibly for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation: Faculty Dean

Additional Program Recommendation #6: Update the GCM website

Objective: Update and consolidate the current two websites, www.ryerson.ca/gcm and www.ryersongcm.ca, and migrate to the University's new Adobe content management system.

Timeline: 2018

Responsibility for leading initiative: Chair of GCM

Responsibly for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation: Faculty Dean

ASC EVALUATION

The Academic Standards Committee recommends that the program provide a one-year follow-up report and a two-year follow-up report as follows:

One-year Follow-Up Report

1. Demonstrate progress on the developmental plan.
2. Provide feedback on how issues identified in the self study regarding the phased-out curriculum, as well as curricular enhancements regarding EDI, have been addressed in the revised curriculum that was implemented in the Fall 2015.

Two-year Follow-Up Report

1. Conduct a survey with the graduating class of 2018/19 and 2019/2020 to assess the effectiveness of the revised curriculum.
2. Provide an update on the suggestion by ASC to reduce the number of courses from 44 to 40.

Follow-up Reports

In keeping with usual practice, the one-year follow-up report, which addresses the recommendation stated in the ASC Evaluation section, is to be submitted to the Dean of the Faculty of Communication & Design, the Provost and Vice-President Academic, and the Vice Provost Academic by the end of June, 2019. The two-year follow up report is due by the end of June, 2020.

Date of next Periodic Program Review

2025 - 2026

Recommendation

- Having satisfied itself of the merit of this proposal, ASC recommends: *That Senate approve the Periodic Program Review – Graphic Communications Management, Faculty of Communication & Design*

C) **For Information: CHANG SCHOOL CERTIFICATES – February and March 2018**

- a. Certificate in Design for Arts and Entertainment Administration: Course Additions and Deletions
- b. Certificate in Aging and Gerontology: Course Description Change (CVGE 205)
- c. Certificate in Film Studies: Course Additions and Deletions
- d. Certificate in Digital Art Production: Course Addition (Elective)

Respectfully Submitted,



Marcia Moshé, Chair for the Committee

ASC Members:

Charmaine Hack, Registrar

John Turtle, Secretary of Senate

Marcia Moshé, Chair and Interim Vice Provost Academic

Denise O'Neil Green, Vice-President, Equity and Community Inclusion

Katherine Penny, Director, Curriculum Quality Assurance

Anne-Marie Singh, Faculty of Arts, Criminology

Anne-Marie Lee Loy, Faculty of Arts, English

James Nadler, Faculty of Communication & Design, Creative Industries

Wendy Freeman, Faculty of Communication & Design, Professional Communication

Thomas Tenkate, Faculty of Community Services, Occupational and Public Health

Annette Bailey, Faculty of Community Services, Nursing

Andy Gean Ye, Faculty of Engineering and Architectural Science, Electrical & Computer Engineering

Donatus Oguamanam, Faculty of Engineering and Architectural Science, Mechanical & Industrial Engineering
Vadim Bostan, Faculty of Science, Chemistry & Biology
Jeffrey Fillingham, Faculty of Science, Chemistry & Biology
Yi Feng, Ted Rogers School of Management, Finance and Accounting
Donna Smith, Ted Rogers School of Management, Retail Management
Val Lem, Library
Linda Koechli, Chang School of Continuing Education
Dalia Hanna, Chang School of Continuing Education
Amanda Grant, Student
Ashley Blumson, Student