

# **SENATE MEETING AGENDA**

**TUESDAY, DECEMBER 3, 2019**

**SENATE MEETING AGENDA**

**Tuesday, December 3, 2019**

**POD-250 - 2<sup>nd</sup> Floor**

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- 4:30 p.m.** Light dinner is available
- 5:00 p.m.** Committee of the Whole Discussion: The Academic Plan – Michael Benarroch
- 5:50 p.m.** Senate Meeting starts
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1. Call to Order/Establishment of Quorum
2. Land Acknowledgement  
"Toronto is in the 'Dish With One Spoon Territory'. The Dish With One Spoon is a treaty between the Anishinaabe, Mississaugas and Haudenosaunee that bound them to share the territory and protect the land. Subsequent Indigenous Nations and peoples, Europeans and all newcomers have been invited into this treaty in the spirit of peace, friendship and respect."

3. Approval of the Agenda  
**Motion:** *That Senate approve the agenda for the December 3<sup>rd</sup>, 2019 meeting*

4. Announcements

Pages 1-10

5. Minutes of the Previous Meeting  
**Motion:** *That Senate approve the minutes of the November 5<sup>th</sup>, 2019 meeting*

6. Matters Arising from the Minutes

7. Correspondence

Pages 11-18

8. Reports
  - 8.1 Report of the President
    - 8.1.1 President's Update

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Pages 19-20

8.2 Communications Report

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8.3 Report of the Secretary

8.3.1 Annual Nominating Committee Constituted

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Pages 21-22

8.4 Committee Reports

8.4.1 Report #F2019-3 of the Academic Standards Committee  
(ASC): K. MacKay

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Page 21

8.4.1.1. Honours degree designation for the Sociology program

**Motion:** *That Senate approve the Honours degree designation for the Sociology program*

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Pages 23-27

8.4.2 Report #F2019-3 of the Academic Governance and Policy Committee (AGPC): M. Benarroch

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8.4.2.1. Provost's Update

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Pages 24-27

8.4.2.2. Revised School Council Bylaws for the School of Professional Communication

**Motion:** *That Senate approve the revised School Council Bylaws for the School of Professional Communication*

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Pages 28-30

8.4.3 Report #F2019-1 of the Awards and Ceremonials Committee (AWCC): M. Benarroch

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Pages 29-30

8.4.3.1. Option for undergraduate and graduate degree recipients to be awarded gender-neutral degrees

**Motion:** *That Senate approve the option for undergraduate and graduate degree recipients to be awarded gender-neutral degrees*

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Pages 31-45

8.4.4 Report #F2019-2 of the Scholarly, Research and Creative Activity Committee (SRCAC) – S. Liss

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Pages 34-45

8.4.4.1. 2020-2025 Strategic Research Plan

**Motion:** *That Senate approve the 2020-2025 Strategic Research Plan*

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Pages 46-74

8.4.5 Report #F2019-2 of the Yeates School of Graduate Studies Council (YSGS) – C. Searcy

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Pages 47-74

8.4.5.1. For Information: One year follow up: Nutrition Communication (MHSc), Communication and Culture (MA/PhD) and Literatures of Modernity (MA)

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9. Old Business

10. New Business as Circulated

11. Members' Business

12. Consent Agenda -

[https://www.ryerson.ca/senate/senate-meetings/agenda/2019/Course\\_Change\\_Forms\\_December\\_2019.pdf](https://www.ryerson.ca/senate/senate-meetings/agenda/2019/Course_Change_Forms_December_2019.pdf)

12.1 Faculty of Arts:

Arts & Contemporary Studies; Criminology; English; History; Languages, Literatures and Cultures; Philosophy; Psychology; Politics & Governance; Politics & Public Administration; Sociology

Faculty of Community Services:

Child and Youth Care; Social Work; Urban & Regional Planning

Faculty of Engineering & Architectural Science:

Architectural Science; Civil Engineering; Electrical, Computer & Biomedical Engineering; Computer Science; Mechanical & Industrial Engineering

Faculty of Science:

Chemistry & Biology; Physics

Ted Rogers School of Management:  
Business Management (Marketing); Entrepreneurship & Strategy;  
Finance; Health Services Management; Information Technology  
Management; Law & Business

13. Adjournment

<b>SENATE MINUTES OF MEETING</b>			
<b>Tuesday, November 5, 2019</b>			
<b>THE REAL INSTITUTE – 424 Yonge Street, 2<sup>nd</sup> Floor</b>			
<b>MEMBERS PRESENT:</b>			
<b>EX-OFFICIO:</b>	<b>FACULTY:</b>		<b>STUDENTS:</b>
F. Anger	R. Adams	A. Miransky	M. Arif
L. Barnoff	D. Androutsos	P. Moore	Z. Bokhari
M. Benarroch	R. Babin	J. Neil	S. Donato-Woodger
G. Craney	A. Bailey	R. Noble	H. Elsayed
C. Falzon	S. Benvie	S. Rakhmayil	O. Karp
L. Fang	T. Burke	H. Rollwagen	J. Kewal
C. Hack	D. Checkland	J. Tiessen	M. Moghaddas
M. Lachemi	K. Dermody	M. Tiessen	K. Nguyen
S. Liss	A. El-Rabbany	M. Vahabi	K. Park
K. MacKay	A. Ferworn	N. Walton	V. Prevost
J. McMillen	R. Hudyma	A. Yazdani	D. Salman
D. O’Neil Green	E. Ignagni		H. Shahid
A. Saloojee	C. Kular		J. Spagnuolo
C. Searcy	L. Lavallée		
D. Taras	A. McWilliams		
S. Zolfaghari	R. Meldrum		<b>EX-OFFICIO STUDENTS:</b>
			K. Agyemang
			N. Brayannis
<b>SENATE ASSOCIATES:</b>			<b>ALUMNI:</b>
A. M. Brinsmead			N. Di Cuia
M. Zouri			S. Rattan
<b>REGRETS:</b>		<b>ABSENT:</b>	
D. Cramb		D. Bitondo	
J. Dallaire		K. Kumar	
M. Green		S. Sabatinos	
C. Bradish			
D. Brown			
M. Dionne			
N. George			
R. Kucheran			
I. Mishkel			
C. Shepstone			
P. Sugiman			

- 4:30 p.m.** Light dinner is available
- 5:00 p.m.** Committee of the Whole Discussion – Academic Consideration Requests: Kelly MacKay and Medhat Shehata
- 5:50 p.m.** Senate Meeting starts
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#### **COMMITTEE OF THE WHOLE DISCUSSION:**

A. McWilliams, Vice-chair of Senate, chaired this segment of the meeting & Kelly MacKay presented the topic for discussion.

The Academic Consideration Request (ACR) is currently a part of Policy 134/152. The work of this committee is to separate appeals and considerations into distinct policies and include undergraduate and graduate together in each policy.

There were a series of town hall consultations held last Spring that took forward a number of recommendations that were part of a report to Senate. The most recent report from APRC was in March 2019. We have some modifications to those recommendations.

One of the things that became readily apparent at the town halls, was a great deal of confusion surrounding what is an academic consideration request versus an academic accommodation.

What is an ACR? It is a request and is based on the rights of students to ask instructors for alternative arrangements relating to the academic work, based on what is defined as an acute unanticipated, short-term extenuating circumstance that interrupts their ability to meet those obligations to complete that work in that time frame.

Most of those currently occur through our health certificates. Many of the students, once they are getting their health certificates, their symptoms might have already subsided or gone by the time the certificates are brought forward.

Just to reinforce, an ACR is a request and not a requirement. That distinguishes it from accommodations. The request is adjudicated or decided on by the course instructor, faculty member, or in some cases, the Chair or Director. The request is for some sort of alternate arrangement and can take several forms, such as an extension of a deadline; different test dates; etc. Whatever arrangements occur, they must still adhere to our Course Management policy and the academic expectations for completing the course must be done so successfully.

What ACRs are not are accommodations which are temporary or permanent disabilities that have an impact on academic functioning. Student accommodation are covered under policy 159 – have more of a permanent or longer-term effect on the student's functioning.

ACR is not an accommodation for religious, or aboriginal or spiritual observance. Once again, it goes back to ACRs being unanticipated, urgent situations.

There has been a great amount of background work done by the APRC. Looking at the rational and other universities and how they handle these short-term and acute requests and work-deferral requests. Much of the work that we've done to date has really been focused on the principles of supporting students' academic success; maintaining academic expectations; and protecting academic integrity.

There are a few areas that are coming across the ACR landscape, such as the changing circumstances of students; and the increased focus on student health and wellbeing. We need to recognize that there are a full host of reasons that students need to have consideration to complete their academic obligations. It also is an important avenue to help us identify issues and provide referrals to appropriate support and resources for students, which may or may not be within the purview of the short-term academic realm; and to treat students as adults or partners in their academic journeys, it is really a philosophical shift as we look forward to how might we engage in a relationship with our students as they manage their academic course loads and other responsibilities in their lives today.

The committee also looked into the acquisition of health certificates, medical notes, etc. One of the reasons to update the policy is to help prevent the burden on our health system. We know that in some circumstances, students have been obtaining health certificates to help manage their workload or exam schedules, and that getting these certificates is costly to our Ontario Provincial health system because they are billed every time and students in most cases have to pay for these health certificates to submit to the university for processing.

Lastly, the rationale, which I mentioned early on, is to clarify our policies, have distinct policies for consideration requests from academic appeals, and also to clearly distinguish academic consideration from academic accommodation so as we update our policies we are clear in our language and expectations.

Some of that work also includes pilot projects, e.g. TRSM and FEAS, who ran two pilot projects over the past couple of years and have reported back to Senate, most recently last March. One pilot in FEAS related to academic consideration requests without documentation. So under certain limited circumstances, requests for consideration came without documentation. The results did show that the overall numbers of ACRs did increase, however, they did not increase for students who were considering submitting one or two considerations. The bulk of the increase was in students who were submitting three or more academic consideration requests which would include health certificates, because the limited circumstances surrounding their ability to submit was one per term. The conclusion being that these students would have submitted health certificates regardless.

The other pilot in TRSM was for online submission of health certificates. A great benefit of that pilot was the ability to look at the data and do some analysis and identify patterns of when health certificates were being submitted and used. We have some patterns that suggest that use is strongly correlated with students with academic challenges, the timing of exams, and students who had lower CGPAs. The ability to pinpoint opportunities for supporting students who need this support was the



benefit of this online submission system. I am happy to state that the online submission system is now available to all Faculties across campus, with the exception of Graduate Studies and the Chang School.

Based on all of this, we took a number of recommendations to the town halls. From the feedback received at the town halls and with stakeholder consultations, a series of major areas that would inform the bulk of a new policy on Academic Consideration Requests was developed.

Here is what is being proposed:

- That we focus on extenuating circumstances and not necessarily health and compassionate reasons. There would be no prioritization of what the circumstances are and that shifts the focus from the incident to the impact of the incident on the student's ability to meet the academic obligations for missed work. It would also continue, like it does now, to cover 3-day time period, and it must be requested within three days of the absence from that time period.
- The other part of the proposal is that there is an opportunity at one point in the semester to make an academic consideration request without documentation under limited circumstances. Documentation is always required: if it is not your first request, if one of the obligations to be missed is a final assessment (a test or final presentation, or performance), or if there is a potential for it to last more than the three-day period.
- Other feedback received when we talked about revamping the policy is the need to have a good system. We do have the online submission system now in place for the health certificates and we can continue documentation in various forms or no documentation in a situation when it is not required. Also we received feedback on the potential, as it did in FEAS, to increase requests for test deferrals as a result of this, which would put some pressure on faculty members to manage all of the make-up tests, etc. With smaller classes it may be manageable, but for larger classes it can be a workload issue. As a result we have a pilot coming on board in January that is a centralized system for make-up tests scheduling and invigilation supported through the Provost's office. We hope this will help to mitigate some of those associated potential workload issues. It is also separate and distinct from the test centre for accommodation. The student will be tracked separately as a pilot in terms of its utilization. It will also help us in terms of the principles of Academic Integrity.
- Lastly, the other systems, support and resources that are available through our Centre of Excellence in Learning and Teaching and others on campus. We have a universal design for learning committee and a number of resources to help instructors to build flexibility into their courses, which basically provide assistance in advance. E.g. if you have six quizzes throughout the term in your course that you only count five of those six quizzes and therefore it is built in if it gets missed for some reason and doesn't require documentation.

Any feedback or comments can be sent directly to [policyreview@ryerson.ca](mailto:policyreview@ryerson.ca).

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## SENATE MEETING:

1. Call to Order/Establishment of Quorum
2. Land Acknowledgement

"Toronto is in the 'Dish With One Spoon Territory'. The Dish With One Spoon is a treaty between the Anishinaabe, Mississaugas and Haudenosaunee that bound them to share the territory and protect the land. Subsequent Indigenous Nations and peoples, Europeans and all newcomers have been invited into this treaty in the spirit of peace, friendship and respect."

3. Approval of the Agenda

**Motion:** *That Senate approve the agenda for the November 5, 2019 meeting*

A. McWilliams moved; and L. Fang seconded

**Motion approved.**

4. Announcements - None

5. Minutes of the Previous Meeting

**Motion:** *That Senate approve the minutes of the October 1, 2019 meeting*

D. Checkland moved; R. Babin seconded

**Motion approved.**

6. Matters Arising from the Minutes - None

7. Correspondence - None

8. Reports

8.1 Report of the President

8.1.1 President's Update

**The President Reported:**

1) Those appointed in senior positions:

- Elder Joanne Dallaire, Senior Advisor, Indigenous Relations and Reconciliation
- Glenda Mallon, Assistant Vice-President, Facilities Management and Development

2) There were 3 ceremonies with 2167 graduates who graced the stage at Convocation. Two Honorary doctorates degrees were handed out. Thank you to all those from the community who volunteered or participated.

3) There were four faculty members who secured research funding through the prestigious Early Researcher Awards program:

- Prof. Atak, Criminology;
- Prof. Elbeshbishy, Civil Engineering;
- Prof. McCartney, Urban and Regional Planning;
- Prof. Taghipour, Mechanical & Industrial Engineering

4) Gold medal awards at Convocation – all winners were female.

- 5) Future Skills Centre: The inaugural advisory board has been selected. Thank you to Steven Liss and team.
- 6) On Thursday, Ryerson will be hosting an alumni reception in New York City. The Mayor of Toronto (John Tory) will speak about the importance of city building. There are over 125 people who have confirmed their attendance. Thanks to former chair of the Board – Phyllis Yaffe, who is now the general counsel to Canada in New York.
- 7) The Provost is leading the search for the new Dean of Law. There are 150 spots; however, we received over 1900 applications – a 12.75% ratio position vs applications. Ryerson is the 2<sup>nd</sup> most applied in Ontario. This speaks to the reputation of Ryerson and the Law School. Thank you to Mark Lovewell, Anver Saloojee and others who worked so hard in bringing this to fruition.
- 8) Recent Federal election: Ryerson has been very involved with candidates using our facilities during the election campaign. Some events were not organized by Ryerson. The President's office sent letters to MPs and to all leaders. Cybersecurity and the Future Skills Centre is being well supported by the government.

## 8.2 Communications Report – as presented in the agenda

### 8.3 Report of the Secretary

8.3.1 1) Announcement of the new student Senator from the Faculty of Science: Zainab Bokhari from the Department of Biomedical Science.

2) The Secretary announced that as of December 3, the Senate meetings will be moving back to POD 250. She thanked the staff at the REAL Institute for accommodating us there for the past two months.

### 8.4 Committee Reports

8.4.1 Report #F2019-2 of the Academic Standards Committee (ASC): K. MacKay

#### 8.4.1.1. Modifications of the Architectural Science program

**Motion:** *That Senate approve the modifications of the Architectural Science program*

K. MacKay moved; L. Fang seconded

**Motion approved.**

President Lachemi announced the passing of former chair of Architecture, Kendra Shanks Smith. He offered condolences to her family, staff and colleagues.

#### 8.4.1.2. New Software Engineering Option in Computer Engineering

**Motion:** *That Senate approve the new Software Engineering Option in Computer Engineering*

K. MacKay moved; L. Fang seconded

**Motion approved.**

8.4.1.3. Modifications to the Mathematics and its Applications program

**Motion:** *That Senate approve the modifications to the Mathematics and its Applications program*

K. MacKay moved; A. McWilliams seconded

**Motion approved.**

8.4.1.4. New double majors in the Faculty of Arts: Politics and Governance-Criminology; Politics and Governance-History; Politics and Governance-Sociology; Criminology-History; Criminology-Sociology; History-Sociology

**Motion:** *That Senate approve the new double majors in the Faculty of Arts: Politics and Governance-Criminology; Politics and Governance-History; Politics and Governance-Sociology; Criminology-History; Criminology-Sociology; History-Sociology*

K. MacKay moved; D. Checkland seconded

Q: Could a student in second year can apply to this?

A: Yes they can once they have passed their first year.

Q: Will there be timeline and what is required?

A: Each double major has 13 courses. Typically, it will be at the end of the 2<sup>nd</sup> year for applications, but 3<sup>rd</sup> years can apply retroactively

**Motion approved.**

8.4.1.5. Modifications to the Collaborative Nursing program

**Motion:** *That Senate approve the modifications to the Collaborative Nursing program*

K. MacKay moved; N. Walton seconded

**Motion approved.**

8.4.1.6. Nine (9) course proposals for addition to the Liberal Studies elective tables

**Motion:** *That Senate approve the nine (9) course proposals for addition to the Liberal Studies elective tables*

K. MacKay moved; R. Meldrum seconded

**Motion approved.**

8.4.1.7. For information: 1-year follow-up reports for Periodic Program Review: Graphic Communications Management, Journalism, Politics and Governance, Sociology, Urban and Regional Planning

Q: When will the minors be proposed or implemented in Urban and Regional Planning?

A: We will have to get back to Senate with a response.

C: A Senator indicated that he did not receive an opportunity to review the document as a faculty member for Graphic Communications Management and suggested to put the topic on hold. President Lachemi suggested that the Senator and the Dean speak outside of Senate and come back with an update. He noted this was an item for information only and was not for voting.

8.4.2 Report #F2019-2 of the Academic Governance and Policy Committee (AGPC):  
M. Benarroch

8.4.2.1. Provost's Update

The Provost spoke to the status of the statement on Freedom of Speech.

He stated the following:

- that HECQO has put out their Freedom of Speech report.
- The Ryerson Community provided feedback that if we were to change our document, it should be written in Ryerson's words.
- The Ryerson Community was content with the Freedom of Speech statement that's already on the website.
- HECQO was given their responsibility by government to evaluate all the free speech documents.
- All university policies currently online (including Ryerson's) do not need to be amended at this time.
- The initial rollout of all policies has met the government objectives.

8.4.2.2. Revisions to Senate Policy 2: Undergraduate Curriculum Structure - K. MacKay

**Motion:** *That Senate approve the revisions to Senate Policy 2: Undergraduate Curriculum Structure*

K. MacKay; D. Checkland seconded

**Motion approved.**

8.4.2.3. Revised Graduate Program Council Bylaws for the PhD in Policy Studies program –  
C. Searcy

**Motion:** *That Senate approve the revised Graduate Program Council Bylaws for the PhD in Policy Studies program*

C. Searcy moved; Z. Bakhori seconded

**Motion approved.**

8.4.2.4. Faculty of Law Council Bylaws – A. Saloojee

**Motion:** *That Senate approve the Faculty of Law Council Bylaws*

A. Saloojee moved; D. O’Neil Green seconded

**Motion approved.**

8.4.2.5. Modifications to Ryerson’s examination and grading timelines – C. Hack

**Motion:** *That Senate approve the modifications to Ryerson’s examination and grading timelines*

C. Hack moved; A. McWilliams seconded

C: Faculty members are delighted. Asked for confirmation that official holidays are not counted among the extra days.

A: Yes

**Motion approved.**

8.4.3 Report #F2019-1 of the Scholarly, Research and Creative Activity Committee (SRCAC) – S. Liss

8.4.3.1. 2019-2024 Strategic Research Plan: Discussion and Notice of Motion

8.4.4 Report #F2019-1 of the Yeates School of Graduate Studies Council (YSGS Council) – C. Searcy

8.4.4.1. New Program for the PhD in Management

**Motion:** *That Senate approve the new program for the PhD in Management*  
*C. Searcy moved; L. Fang seconded*

Q: Are the four areas of specialization covered by TRSM?

A: Yes

Q: When is the launch and what are the 4 areas of Specialization?

A: Fall 2020 for implementation. Areas of Specialization: Digital Enterprise and Social Media; Real Estate Studies; Retail and Consumer Services and Strategy, Innovation and Entrepreneurship

**Motion approved**

9. Old Business - None
10. New Business as Circulated - None
11. Members' Business - None
12. Consent Agenda (for information only):
  - 12.1 Progress Indicators – 2019  
[https://www.ryerson.ca/senate/senate-meetings/agenda/2019/Progress\\_Indicators\\_November\\_5\\_2019.pdf](https://www.ryerson.ca/senate/senate-meetings/agenda/2019/Progress_Indicators_November_5_2019.pdf)
  - 12.2 Calendar Change forms:  
[https://www.ryerson.ca/senate/senate-meetings/agenda/2019/Calendar\\_Change\\_Forms\\_November\\_5\\_2019.pdf](https://www.ryerson.ca/senate/senate-meetings/agenda/2019/Calendar_Change_Forms_November_5_2019.pdf)
    - Faculty of Arts: Economics; Geography and Environmental Studies
    - Faculty of Communication & Design: Creative Industries
    - Ted Rogers School of Management: Accounting & Finance;  
Business Management – Entrepreneurship & Strategy
13. Adjournment 6:56 p.m.

**Ryerson University**  
**President's Update to Senate**  
**December 3, 2019**

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#### **APPOINTMENTS**

*Joanne Dallaire* has been appointed elder (Ke Shay Hayo) and senior advisor – Indigenous relations and reconciliation. This new position represents a significant step in Ryerson's commitment to increasing Indigenous representation at the senior level, and to embedding the knowledge and perspectives of first peoples into the university's culture. To create an environment for reciprocal learning, Joanne will report to the provost and vice-president, academic and attend meetings of the Board of Governors, the senate, and the Academic Planning Group. Joanne has been well known at Ryerson for her work as campus elder, leading educational events and ceremonies and offering traditional teaching, as well as for her efforts with the Aboriginal Educational Council to Indigenize the curriculum. Previously, she worked as an educator and counsellor for the Ministry of Health Canada, the Centre for Addiction and Mental Health, and several First Nations and social service agencies.

*Ravi Vatrapu* has been named Loretta Rogers Research Chair in Digital Enterprise by the Ted Rogers School of Management, where he will teach and conduct research on the digital transformations of organizations. Previously, Ravi was director of the Centre for Business Data Analytics and professor of Computational Social Science at the Copenhagen Business School. There, he led research into the intersections of computer science and social sciences. Prior to this, he was professor of Applied Computing at Kristiania University College in Norway. He holds a PhD in Communication and Information Sciences from the University of Hawaii at Manoa, an MSc in Computer Science and Applications from Virginia Tech, and a BTech in Computer Science and Systems Engineering from Andhra University in India.

#### **CONGRATULATIONS**

*The Faculty of Engineering and Architectural Science* received a Bronze Circle of Excellence award in the Student Recruitment Publications category from the Council for Advancement and Support of Education (CASE) for its 2019 undergraduate admissions handbook, *Be Greater Than*. CASE cited the handbook's visual appeal and the fun way it conveys important information.

Four Ryerson professors have received Early Researcher Awards (ERA) from the Ministry of Economic Development, Job Creation and Trade. With the help of this funding, *Idil Atak* (Criminology) will study the impact of border security measures on migrants' human rights, *Elsayed Elbeshbishy* (Civil Engineering) will research the ways sustainable energy can be derived from towns' and cities' waste, *Shelagh McCartney* (Urban and Regional Planning) will partner with First Nations to find ways of addressing the homelessness crisis in Northern Ontario First Nations communities, and *Shahareh Taghipour* (Mechanical and Industrial Engineering) will research maintenance for emerging technologies such as autonomous robotics and artificial intelligence.



*Valentina Caballero*, a student in the RTA School of Media, won a 2019 Top Talent Adobe Design Achievement Award for her short film *Memories (Recuerdos)*, which is dedicated to families separated at the United States-Mexico border. She was invited to attend Adobe's design conference, MAX, in November in Los Angeles, as part of the emerging talent creator group.

*Laura DeSousa* (Child and Youth Care 2019) has become the second Ryerson student ever to be selected as a Global Winner by The Global Undergraduate Awards (UA) in Ireland, the world's largest international academic awards program. Her paper "LGBTQA+ Acceptance and Comfort in Schools" won the Education category. As well, *Michelle Fedorowich* (Social Work) was selected as a Highly Commended Entrant in Social Sciences: Sociology & Social Policy, and Christopher Berneck (Fashion Communication 2019) was a Highly Commended Entrant in Social Sciences: Anthropology & Cultural Studies. All three students attended the Global Undergraduate Awards summit in Dublin in November to present their work.

*The DMZ* has been named one of the top five university business incubators in the world by the UBI World Benchmark Study. It is the only North American incubator in the top five, joining the #1-ranked SETsquared Partnership in the UK as well as the (unranked) İTÜ Çekirdek at Istanbul Technical University, Polihub at Politecnico di Milano, and YES!Delft at the Delft University of Technology. The study states that these programs "outperform their global peers with regard to the value they provide to their innovation ecosystems and client startups, as well as the attractiveness of the programs themselves."

## **PARTNERSHIPS**

**LEGAL INNOVATION** – On October 7, the Ontario Bar Association (OBA) announced that Ryerson's Legal Innovation Zone (LIZ) will be its 2019–2020 Innovator-in-Residence. As the OBA's second-ever Innovator-in-Residence (and the first to be linked to a university), LIZ will provide new tools to help Ontario lawyers better deliver services to their clients and keep up with the pace of technological change by providing innovative tools that will enable them better deliver their services to clients. In making the announcement, OBA president Colin Stevenson called LIZ an "obvious choice" given its "reputation as one of the world's leading legal innovation hubs."

**SPORTS BUSINESS MBA INTERNSHIPS** – On October 21, the Ted Rogers MBA program launched a partnership with Maple Leaf Sport and Entertainment (MLSE) whereby a select number of MBA students will obtain paid internships with MLSE, starting in fall 2020, as part of a new Sport Business-focused MBA option. The launch was celebrated with the panel event *Sport + Business: Winning on and off the course*, featuring Leah MacNab, Managing Director of NBA Canada; Daniel Freiman, Digital Media Manager of the NBA; and Michael Bartlett, Vice President of Community Affairs at MLSE. Also featured during the day at TRSM was the NBA's Larry O'Brien Trophy, won in 2018–19 by the Toronto Raptors; members of the Ryerson community were able to see it and pose with it.

## EVENTS

**OPEN ACCESS WEEK** – From October 21 to 25, Ryerson participated in the annual global event Open Access Week, which is designed to raise awareness of the benefits of open access to information. This year's theme was "Open for Whom? Equity in Open Knowledge." Events were hosted at the Ryerson University Library, and they included a keynote address by Leslie Chan, professor of Critical Development Studies at the University of Toronto Scarborough, on "Open Access and Inclusive Infrastructure in Support of Epistemic Diversity and Knowledge Equity"; a screening of the documentary *Paywall: The Business of Scholarship*; workshops on open-access publishing and social annotation; a Wikipedia "Edit-a-thon" focusing on Canadian history; and a presentation of the Ryerson Library Open Access Wall of Fame 2019 award to Professor Jennifer Lapum at the School of Nursing.

**SOCIAL JUSTICE WEEK** – From October 28 to November 1, Kikéola Roach, Unifor National Chair in Social Justice and Democracy, hosted Ryerson's ninth annual Social Justice Week. This year's theme was "Recipes for Change." Its signature event, the ECI Mandela Lecture, was *True North: Unmasking Slavery in Canada*, delivered by Charmaine Nelson, professor of Art History at McGill University. Other events included talks, discussions, and panels on activism in a range of areas, as well as an introduction to the Yellowhead Institute's new Red Paper, *Land Back*, which examines dispossession of land and water from Indigenous peoples. On display throughout the week were two visual exhibitions: *Never Asked for It Gallery*, which showcased clothing worn by survivors while they were being sexually assaulted, and *Messmates*, which highlighted interspecies connectivity to foster dialogue about climate justice.

**GLOBAL LEARNING WEEK** – From October 28 to November 3, Ryerson International hosted the university's third annual Global Learning Week, which offered education for Ryerson students about the experience of learning abroad and highlighted opportunities for them to do so. Events included the sharing of stories by students who have studied abroad, workshops on financial planning for funding a trip and on mental health while abroad, and drop-in information sessions hosted by individual faculties. As well, on October 31 at the DMZ Sandbox, Ryerson launched its new International Strategy, which comprises five priorities: global learning; research collaboration; projects and capacity building; international students; and innovation, incubation, and entrepreneurship.

**TRANS AWARENESS MONTH** – November was the fourth annual Trans Awareness Month at Ryerson, with Positive Space organizing events aimed at education about, advocacy for, and celebration of the university's trans community. Throughout, there was a focus on promoting inclusion for trans and gender-non-conforming students, staff, and faculty in classrooms and across campus. The SLC hosted screenings of the documentary *Transgender Parents*, by Toronto trans director Rémy Huberdeau, and the short film *Wet*, by non-binary director and Ryerson Image Arts: Film Studies student M. Goldbloom. During the month, Athletics & Recreation hosted Trans & Allies classes and Trans + Gender Diverse swim options, while the Ryerson Image Centre was lit up in blue, pink, and purple.

**FACULTY OF LAW CONFERENCE** – On November 2, the Faculty of Law hosted its first-ever public event—the conference *Legal Practice and Equity: A conversation with the Bar, the Bench, and the Faculties of Law*. The conference focused on how to advance equity, diversity, and inclusion in Ontario's legal community and legal system. Attendees from the judiciary, the legal profession, and universities

discussed topics including judicial decision-making, law schools' recruitment of JD students, professional employers' recruitment of new graduates, the evolution of law school curricula, and how to improve access to social justice among communities who are overrepresented in the criminal justice system. The conference was sponsored by three Toronto law firms and endorsed by 11 legal associations and advocacy organizations for diverse groups.

**CREATIVE NATIVE** – On November 9 and 10, on the Six Nations reserve, Creative Native, a project helmed by FCAD and legendary Indigenous singer/songwriter Buffy Ste-Marie, launched the music festival *The Space Between*. The festival was the culmination of a six-month process involving roughly 20 Six Nations youth, aged 13–26, who dreamed up and organized *The Space Between*, along with Connor Martin, a fourth-year student in the RTA School of Media who grew up on the reserve. The youth met with mentors who supported their planning and preparation; as a next step after the festival, they are now going on to mentor their own peers in a nearby participating community who are designing their own Creative Native show. Creative Native is supported by more than \$100,000 from Saagajiwe, an Indigenous centre in FCAD, which raised the funding from the Bell Media Fund, the Donner Canada Foundation, and the Social Sciences and Humanities Research Council of Canada (SSHRC).

**REMEMBRANCE DAY** – On November 11<sup>th</sup>, the Ryerson community joined in reflection during the annual Remembrance Day ceremony in the Kerr Hall Quad—near which, during World War II, young pilots and crew were trained for the Royal Canadian Air Force. We honoured those who have given their lives for our freedom, including the 6,000 First Nations soldiers who served in the First and Second World Wars, with the laying of a wreath, a reading of John McCrae's poem "In Flanders Fields," a moment of silence, and the traditional Last Post and Reveille bugle calls. Participants pinned their poppies to decorative wreaths in respect and tribute.

**ENHANCED CITIZENSHIP CEREMONY** – On November 13, in partnership with the Institute of Canadian Citizenship (ICC) and Immigration, Refugee and Citizenship Canada (IRCC), the Ryerson University Library hosted an enhanced citizenship ceremony, during which 50 people from 22 countries received Canadian citizenship. The ceremony's theme was "Innovation and Entrepreneurs." It started with roundtable discussions, providing opportunities for new citizens to share stories about their journeys to citizenship; an informal reception followed the ceremony itself. Members of the Ryerson community, including faculty, students, and executives, were in attendance.

**ATHLETICS** – The 2019–2020 athletic season is underway. Men's and Women's Soccer have both achieved success: the men's team finished the regular season second in the OUA East division and ranked fifth in Canada, and they made the OUA quarterfinals—as did the women's team, for the first time in their program's history. The Rams have started their basketball, hockey, and volleyball seasons with tremendous fan support. Men's Hockey hosted a Homecoming game in collaboration with the Ryerson Students' Union, with more than 2,450 fans in attendance as the Rams beat the defending OUA champions, the Queen's Gaels, 4-1. Both basketball teams won their home openers in front of a full Coca-Cola court, and the volleyball teams hosted an Ontario Volleyball Association event with over 500 athletes and families in attendance.

**from the President's Calendar**

*October 9, 2019:* I met with Tony Chahine, CEO of Myant Inc., which is partnering with the Faculty of Communication and Design on the Textile Computing Lab, to follow up about opportunities for further collaboration.

*October 10, 2019:* At the Asia Pacific Foundation of Canada's forum lunch on the topic of Canada's technology and geopolitics, I spoke about Ryerson's social entrepreneurship expertise on the panel Navigating a Future of Tech Uncertainty.

*October 10, 2019:* At the School of Graphic Communications Management, I attended a celebration of the life of its former chair, Mary Black, who oversaw the school's move to its current home in the Heidelberg Centre.

*October 11, 2019:* Along with Vice-President, University Advancement and Alumni Relations Ian Mishkel, I met with Maple Leaf Sports Entertainment Chairman Larry Tanenbaum to update him on Ryerson's law school.

*October 15, 2019:* I participated in a regular phone meeting of Universities Canada's international committee.

*October 15, 2019:* Ian Mishkel and I met with former Ontario premier Bill Davis and his son, Neil Davis, partner at Davis Webb LLP, to update them on the progress of Ryerson's law school.

*October 15, 2019:* Along with Glenn Craney, deputy provost and vice-provost, university planning, I met with Patrick Brown, mayor of Brampton, and his chief of staff, Babu Nagalingam, to exchange new ideas for projects in Brampton.

*October 16, 2019:* I participated in the convocation ceremony for the Faculty of Arts and the Faculty of Communication and Design, at which activist, author, and former lawyer and judge Maryka Omatsu was awarded an honorary doctorate.

*October 16, 2019:* I participated in the convocation ceremony for the Ted Rogers School of Management and the Faculty of Science.

*October 17, 2019:* I participated in the convocation ceremony for the Faculty of Engineering and Architectural Science, the Faculty of Community Services, and the Chang School, at which entrepreneur and philanthropist Sajjad Ebrahim received an honorary doctorate.

*October 18, 2019:* I attended a talk at Massey College on "Journalism in the Age of Trump" by Haroon Siddiqui, editorial page editor emeritus of the Toronto Star and former distinguished visiting professor at Ryerson.

*October 21, 2019:* Along with members of the Ryerson community, I paid my respects to and posed for photographs with the National Basketball Association's Larry O'Brien trophy, which was on display at TRSM.

*October 22, 2019:* At Western University in London, Ontario, I was pleased to represent Ryerson at the installation of president Alan Shepard and chancellor Linda Hasenfratz.

*October 23, 2019:* I was pleased to give welcoming remarks celebrating the academic achievements and community leadership of continuing education students at the Chang School's Leaders in Learning 2019 Awards Evening.

*October 24, 2019:* I met with Sir Nigel Carrington, vice-chancellor of University of the Arts, London (UK), to discuss his institution's incipient partnership with FCAD.

*October 24, 2019:* I attended a town hall meeting at which members of the Ryerson community were consulted about the upcoming Strategic Mandate Agreement.

*October 25, 2019:* I met with Brendan Carr, president and CEO of the William Osler Health System Foundation, to discuss the potential for a partnership with Ryerson in Brampton to enhance health care.

*October 25, 2019:* I met with Ori Rotstein, vice-president of research and innovation at Unity Health Toronto, to discuss strengthening the relationship between the hospital and Ryerson.

*October 28, 2019:* I attended the opening event of Social Justice Week at Ryerson, *The Dish with One Spoon: Exploring the Meanings*, at which Indigenous educators discussed the Dish With One Spoon treaty.

*October 28, 2019:* Along with Ian Mishkel, I met with former chief justice Patrick LeSage to update him on the progress of Ryerson's law school.

*October 29, 2019:* Over lunch, I met with the Honourable Bill Morneau, Canada's minister of finance, to update him about Ryerson's current projects.

*October 29, 2019:* I was delighted to attend the official opening of the Creative Technology Lab in the Daphne Cockwell Health Sciences Complex.

*October 29, 2019:* I was pleased to deliver welcoming remarks at the School of Urban and Regional Planning (SURP)'s 2019 Awards Ceremony, as we celebrated the achievements of outstanding students while marking the 50<sup>th</sup> anniversary of SURP.

*October 30, 2019:* In Ottawa, along with university presidents from across the country, I attended a regular meeting of Universities Canada.

*October 31, 2019:* At the launch of Ryerson's Internationalization Strategy, I delivered remarks outlining Ryerson's strategic direction, discussing the need for internationalization, and celebrating the communal effort that produced the new framework.

*October 31, 2019:* I called Majid Jowhari, member of parliament for Richmond Hill, to congratulate him on his re-election.

*October 31, 2019:* Over dinner, I met with Mary Throop, partner at Summerhill Capital Management, to discuss the potential for Ryerson to develop a new program in condominium management.

*November 1, 2019:* I participated in a regular meeting, by phone, of the Council of Ontario Universities' Strategy and Planning Working Group.

*November 1, 2019:* I attended the Trans Awareness Month kickoff event in the SLC Atrium, where the Trans Awareness Month banner was displayed throughout November.

*November 2, 2019:* I was interviewed for the upcoming documentary film *Steadfast*, about the life of the Honourable Jean Augustine, Canada's former minister of state (multiculturalism and status of women), to whom Ryerson awarded an honorary doctorate in June 2019.

*November 4, 2019:* I met with Brian Segal, former president of Ryerson, to update him on recent developments at Ryerson.

*November 4, 2019:* I met with two of Ryerson's winners of the 2019 Global Undergraduate Awards (UA)—Highly Commended Entrants Christopher Berneck (Fashion Communication) and Michelle Fedorowich (Social Work)—to discuss their ground-breaking research and their upcoming trip to Dublin for the UA's Global Summit, along with Ryerson's Global Winner, Laura DeSousa (Child and Youth Care).

*November 4, 2019:* I was honoured to deliver welcoming remarks at the Ryerson-hosted Nishnawbe Aski Nation (NAN) Housing Advisory Lab, which explored ways to overcome systemic barriers in the housing system.

*November 4, 2019:* I visited Rubix 2019, FCAD's annual showcase of innovative scholarly research and creative projects by faculty members.

*November 5, 2019:* I met with two representatives of Heriot-Watt University in Edinburgh, Scotland—Chancellor Bob Buchan and Deputy Principal (Enterprise & Business) Gillian Murray—to discuss the possibility for bilateral cooperation between institutes of higher education in Scotland and Ontario.

*November 5, 2019:* I met with Janet Morrison, president of Sheridan College, to discuss the potential for collaboration with Sheridan in Brampton.

*November 6, 2019:* I was pleased to attend a luncheon to celebrate the 26<sup>th</sup> annual Canadian Disability Hall of Fame Induction.

*November 6, 2019:* I met with Art Slutsky, former vice-president of research at St. Michael's Hospital, to discuss ways to enhance the collaboration between the hospital and Ryerson.

*November 7, 2019:* Along with Phyllis Yaffe, consul general of Canada in New York City, I hosted the Ryerson alumni event *Ryerson in New York City*, which brought together New York-based alumni and friends to learn about what is new at the university. Our guest speaker was John Tory, mayor of Toronto. Prior to the reception, I met with Phyllis Yaffe to update her on the progress of Ryerson initiatives, and also with Mayor Tory about our university's partnership with the City of Toronto.

*November 8, 2019:* Along with Vice-President, University Relations Jennifer Grass, I met with Milton, Ontario's new member of parliament, Adam Van Koeverden, to discuss the potential for collaboration between Milton and Ryerson.

*November 9, 2019:* I attended a dinner at this year's George Vari Conference for engineering students, at which the guest speaker was former astronaut Roberta Bondar.

*November 10, 2019:* At a Canada-Pakistan Business Council Dinner honouring Ryerson honorary doctor Sajjad Ebrahim, I gave remarks celebrating Dr. Ebrahim and attesting to his generosity in assisting Ryerson's Lifeline Syria Challenge.

*November 11, 2019:* At the annual Remembrance Day ceremony in the Kerr Hall Quad, I delivered remarks paying tribute to fallen soldiers and encouraging members of the Ryerson community to reflect on and remember all those affected by wars and conflicts around the world.

*November 11, 2019:* Provost and Vice-President Academic Michael Benarroch, Glenn Craney, and I sat down with two representatives from the Ontario Ministry of Colleges and Universities--Marny Scully, executive lead of strategic mandate agreements, and Kayla Vanwyck, manager of strategic mandate agreements—for the first round of negotiating SMA3.

*November 11, 2019:* I was pleased to attend the launch of Ryerson's Creative Innovation Studio, and to give remarks celebrating this new space, which will foster engagement with the public and facilities to enable real-time collaboration with partner universities around the world.

*November 12, 2019:* I gave remarks affirming Ryerson's condemnation of anti-Semitism and racism and respect for inclusion and diversity at the Hillel Education Week Memorial Ceremony, where keynote speaker Nate Leipziger shared his story of surviving the Holocaust with the Ryerson community.

*November 13, 2019:* I welcomed Lisa Thompson, Ontario minister of government and consumer services, and Dan Mathieson, mayor of Stratford, to Ryerson for the Cybersecure Catalyst seminar for Ontario municipalities.

*November 13, 2019:* I attended an enhanced citizenship ceremony performed by Immigration, Refugees and Citizenship Canada at the SLC, and I gave remarks congratulating 52 new Canadian citizens.

*November 13, 2019:* Along with Assistant Vice-President International Anver Saloojee, I met with Patrick Case, assistant deputy minister with the Ontario Ministry of Education, to update him on the progress of Ryerson's law school.

*November 13, 2019:* I participated in a call with Asima Vezina, president and vice-chancellor of Algoma University; Ross Romano, Ontario's minister of training, colleges and universities; and Rod Phillips, Ontario's minister of finance, to discuss the potential for a north-south collaboration between Algoma and Ryerson, to benefit northern communities.

*November 13-15, 2019:* I attended the Ontario economic summit, where I heard great conversations and learned about innovative ideas for strengthening our economy from thought leaders from academia, the government, and industry.

*November 14, 2019:* At a remembrance event for the late Kendra Schank Smith, formerly chair of Ryerson's School of Architectural Science, I gave remarks expressing Ryerson's gratitude for her accomplishments in developing the school's programs and facilities, her passion for teaching and research, and her kindness to students and colleagues.



## October 2019

### Media Relations

- Provost and Vice President Academic, Michael Benarroch was interviewed by The Lawyer's Daily for a feature on Ryerson's Faculty of Law.
- Story on celebration of life ceremony for Ryerson alumna Alishia Liolli was covered by The Toronto Star, Canadian Press, and Global News. Included interview with Professor Jean Golden.
- Drafted and distributed media advisory on Fall 2019 honorary doctorates. Judge Maryka Omatsu's ceremony was picked up The Lawyer's Daily.
- Drafted and distributed media advisory on Social Justice Week events at Ryerson.
- Compiled and distributed a collection of faculty experts available for comment on various breaking new topics including the 2019 Federal election, Hong Kong protests and trade relations with China, impact of the death of al-Baghdadi, transmountain pipeline.

### Publications

- Produced 12 editions of Ryerson Today (RT) in October
- 65,048 subscribers
- Highest open rate was the edition featuring new appointment for Elder Joanne Dallaire (41 per cent); second-highest open rate was the issue featuring hot-button issues in the upcoming federal election (39.4 per cent). Note: industry average is 16.1 per cent.

### Marketing

- The promotions for the Ryerson Law Open House were successful with approximately 300 people attending the inaugural event. Marketing materials to support the event included digital ads, postcards, pop-up banners, a photo backdrop, and more. A video, created in-house, kicked off the event.
- The Law digital recruitment campaign ran through the end of October. A report will follow.
- Worked with the Ryerson International team to develop brochures to promote Global Exchange in time for Global Learning Week.
- Completed a series of ads for insertion in the upcoming issue of the Alumni Magazine.
- Developed a concise print piece aimed at key stakeholders to complement FCS' digital year in review.

### Website

- Year over year saw a 9.7% increase in visits, 15.1% increase in visitors, and a 10% increase in pages viewed.

### Social Media

- **Instagram:** Gained 342 followers to reach 27.9K.
- **Facebook:** Gained 657 followers to reach 77K. Engagements increased by 18% over the previous month.
- **Twitter:** Gained 168 followers to reach 56.5K. Engagements increased by 112 to reach 2K.
- **LinkedIn:** Gained 1.9K followers to reach 229K. Social engagements increased by 46% over previous month.





- **Giphy:** 3.5M views of gifs and stickers

### Digital Marketing

- Planned and managed digital campaigns for Alumni (event promo for New York reception), Advancement (alumni fall appeal donation solicitation) and Science (event promo for Biomedical Physics grad program open house).
- Working with agency partners on digital campaigns for domestic recruitment for: TRSM, Grad Studies, Law, MBA, as well as a digital campaign for the Future Skills Centre.

### Video Production

- Produced six videos, including a presentation video for the Ryerson Law School Open House, the Out at the Broadview Alumni Relations event and the Ryerson Pow Wow festival.
- Worked with freelancer to capture new drone footage and stills of campus.
- Worked on a series of videos for the Legal Innovation Zone, promoting their Bootcamp program.
- Ryerson's Library midterm video reached total 6.7K views and 1.0K engagements (reactions, comments, shares).
- Video about the history of MAC (Mattamy Athletic Centre) gained 5.9K views with 813 engagements.

**REPORT OF ACADEMIC STANDARDS COMMITTEE****Report #F2019-5; Fgego dgt '25. 2019**

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

- **FACULTY OF ARTS – Honours degree designation for the Sociology program.**

**A. FACULTY OF ARTS – Honours degree designation for the Sociology program**

The Sociology BA program is requesting to be designated as a Bachelor of Arts Honours degree. This proposal received approval by the Sociology Department Council on October 29, 2019.

The BA Sociology program has been assessed as meeting the Quality Assurance standards for an Honours degree. The program's Periodic Program Review was approved by Senate on May 29, 2019.

An Honours designation is of value to both prospective and current students. Many prospective students inquire about this designation at recruitment events. As students complete the program and pursue graduate and professional education, the Honours designation communicates that Ryerson's four-year degree program has the same academic and disciplinary rigour as other Sociology programs. An overview of comparable BA Sociology programs in close proximity to Ryerson is provided below:

*Comparative Programs with other BA Sociology Honours Designations*

	# single-term sociology courses for graduation	# required courses in sociological theory	# required courses in research methods	# of required senior W <sup>0</sup> (year) courses
Ryerson	<b>20</b>	<b>2</b>	<b>5<sup>1</sup></b>	<b>2<sup>2</sup></b>
UofT (St. George)	14 <sup>3</sup>	1	2	1
UofT Mississauga	14 <sup>3</sup>	1	2	2
UofT Scarborough	14 <sup>3</sup>	2	2	3 at 3 <sup>rd</sup> or 4 <sup>th</sup> year
York	16 <sup>4</sup>	3	3	4
McMaster	15	2	2	3
Guelph	24	3	3	3

Notes:

<sup>1</sup> Includes SSH 301 (Research Design and Qualitative Methods), which is not counted as one of the 20 required SOC courses

<sup>2</sup> A second required 4<sup>th</sup> year course is being implemented beginning September 2020. Currently, students have 1 course

<sup>3</sup> U of T provides the chance to earn a "specialist" in Sociology (20 credits) or a "major" in Sociology (14 credits)

<sup>4</sup> York provides the chance to earn a "specialist" in Sociology (20 credits) or a "major" in Sociology (16 credits)

**Recommendation**

Having satisfied itself of the merit of this proposal, the Academic Standards Committee recommends: *that Senate approve the Honours degree designation for the Sociology program.*

Respectfully Submitted,

Kelly MacKay, Chair for the Committee

ASC Members:

Charmaine Hack, Registrar

Donna Bell, Secretary of Senate

Kelly MacKay, Chair and Vice-Provost Academic

Anita Jack-Davies, Office of the Vice President, Equity and Community Inclusion

Bettina West, Director, Curriculum Quality Assurance  
Ann Marie Singh, Faculty of Arts, Criminology  
Dale Smith, Faculty of Arts, English  
Gavin Adamson, Faculty of Communication and Design, Journalism  
Robert Clapperton, Faculty of Communication and Design, Professional Communication  
Thomas Tenakate, Faculty of Community Services, Occupational & Public Health  
Ian Young, Faculty of Community Services, Occupational & Public Health  
Jurij Leshchyshyn, Faculty of Engineering & Architectural Science, Architectural Science  
Donatus Oguamanam, Faculty of Engineering & Architectural Science, Mechanical & Industrial Engineering  
Miranda Kirby, Faculty of Science, Physics  
Foivos Xanthos, Faculty of Science, Mathematics  
Horatio Morgan, Ted Rogers School of Management, Global Management  
Mary Han, Ted Rogers School of Management, Entrepreneurship and Strategy  
May Yan, Library  
Linda Koechli, Chang School of Continuing Education  
Dalia Hanna, Chang School of Continuing Education  
Jacob Circo, Student  
Fahim Khan, Student

**Awards & Ceremonials Committee (AWCC)  
Report #F2019-1 to Senate**

1. Awards & Ceremonials Committee Report - M. Benarroch
  - 1.1. Option for undergraduate and graduate degree recipients to be awarded gender-neutral degrees

**Motion:** *That Senate approve the option for undergraduate and graduate degree recipients to be awarded gender-neutral degrees*

Respectfully submitted

M. Benarroch  
Provost & Vice President Academic  
Chair of the Committee

On behalf of the Committee:

Cory Searcy, Deputy Provost and Dean, Yeates School of Graduate Studies  
Charmaine Hack, Registrar (non-voting)  
Donna Bell, Secretary of Senate (non-voting)  
Kim McDonald, Manager, Ceremonials Office (resource person)  
Kim Varma, Associate Professor, Department of Criminology (Dean's Designate)  
Al Goss, Associate Dean, Student Affairs, Ted Rogers School of Management  
Tomas Tenkate, Director, School of Occupational & Public Health  
Sri Krishnan, Associate Dean, Faculty of Engineering & Architectural Science (Dean's Designate)  
Marcus Santos, Associate Dean, Faculty of Science  
John Shields, faculty, Politics, Faculty of Arts  
Jane Saber, faculty, Marketing Management, Ted Rogers School of Management  
Jacob Friedman, faculty, Mechanical Engineering, Faculty of Engineering & Architectural Science  
Rena Mendelson, faculty, School of Nutrition, Faculty of Community Services  
Stephen Wylie, faculty, Chemistry & Biology, Faculty of Science  
Muthana Zouri, Program Director, Communications & Design, Chang School of Continuing Education  
Nenita Ponce de Leon Elphick, Program Director, Arts, Chang School of Continuing Education  
Justina Kewal, Student, Politics & Governance, Faculty of Arts  
Hamdy Elsayed, Psychology, Yeates School of Graduate Studies  
Harsimran Rattan, Alumnus

## **Proposed Change to ProCom School Council Bylaws**

A change is proposed to the School of Professional Communication Council bylaws.

Approved by Senate in December 2011, the Council Bylaws set out the rules and procedures governing Council as a sub-committee of Senate.

As stated therein, the election of the school Chair is to be conducted at the first meeting of Council each academic year. There is no statement on the election process with regard to the DEC or DHC.

Based upon Council practice and review of School Council minutes from December 2011 onward, the School has not adhered to the bylaws in this context; instead, precedent has established that elections be held annually in April and/or May, as conducted by confidential electronic vote, coordinated by the Secretary to Council.

The proposed change is suggested so as to reflect the School's actual practice.

The AGPC has noted that Council Bylaws are non-compliant with Senate Policy 45, specifically in the absence of inclusion of the following two principles/statements:

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

<https://www.ryerson.ca/content/dam/senate/policies/pol45.pdf>

The statements have now been included in the Bylaws and is advanced for review and approval.

**Ryerson University**  
**School of Professional Communication**  
**School Council**

*By-Laws and Procedures*  
*December 2011*

**1. Authority**

The School Council (“Council”) of the School of Professional Communication (ProCom) derives its authority from Policy No. 45 of the Senate of Ryerson University (Policy 45).

**2. Mandate**

The Council has the following Mandate:

- 2.1. To develop, review, recommend and enact School policies, consistent with those of Ryerson University and the Faculty of Communication & Design
- 2.2. To foster understanding and co-operation among faculty, staff and students.

**3. Membership**

Membership in the Council, constituted annually, shall be announced by the Chair of ProCom each September in a notice to all faculty members, staff and students, and shall consist of the following members of ProCom:

- 3.1. The Chair of ProCom;
- 3.2. All faculty members in the department/school are members of Council. Faculty on leave who indicate in advance to the Council chair that they will be present at meetings during their leave will be included for the purposes of quorum. Faculty above the level of Chair/Director (e.g. Associate Dean, Dean, Vice Provosts, Provost) are not included.
- 3.3. One member elected by and from the part-time and sessional instructors under contract to teach in the Fall and Winter terms
- 3.4. One student member elected from the Master of Professional Communication program(MPC)
- 3.5. Four student members, one elected by and from students in each year of the program, subject to the requirements 4.4. below
- 3.6. The senior ProCom administrative assistant, non-voting, who shall serve as Secretary of Council.

**4. Selection of Student, Part-time/Sessional Instructor and Staff Members**

- 4.1. The Chair of ProCom, in consultation with Council, will annually coordinate the process of election of Council members referred to in paragraphs 3.3, 3.4, and 3.5 above subject to the following:
- 4.2. The MPC student member shall be elected each year from the current MPC class with the election occurring at the end of September.
- 4.3. The part-time and/or sessional instructor member referred to in 3.3 shall be elected each academic year during the first 15 days of class and shall take office immediately upon election.

- 4.4. Three of the four student members referred to in 3.5 shall be elected each year, by and from the current first, second, and third year classes, no later than the last day of classes of Winter term, and shall take office on the first day of the Fall term. This process will begin once ProCom's undergraduate program commences.
- 4.5. The fourth student member referred to in 3.5 shall be elected by and from the current first year class during the first 15 days of class in the academic year and shall take office immediately upon election. This process will begin once ProCom's undergraduate program commences.
- 4.6. Nothing in this section shall limit the ability of Council to meet or pass decisions at any time of the year, although, when practical, the first meeting of the academic year will take place after the members referred to in 3.3, 3.4, and 3.5 have been elected.
- 4.7. The student membership is subject to the requirement that the number of student members be to the ratio of not less than one-fourth and not more than one-third of the total voting faculty members on the Council". Council shall amend the number of student members as appropriate to ensure that this requirement is met.

## 5. Designation and Duties of the Chair of the Council

The Chair of Council shall be a full-time faculty member who shall be elected by and from the voting membership. Voting will take place in May for membership in the following academic year and balloting will be by electronic ballot, overseen by the Secretary to Council. The Chair of ProCom may serve as Chair of Council.

- 5.1. The Chair of the Council is responsible for overseeing scheduling meetings, setting and distributing an agenda, as well as maintaining order and decorum, and forwarding decisions and recommendations to the Dean, Faculty of Communication & Design.
- 5.2. For the period of time each academic year prior to the first meeting of the academic year, the duties described in 5.1 shall be carried out by the existing Chair of Council, or in his/her absence, by the Chair of ProCom.

## 6. Obligations of Members

Council members are expected to attend all meetings unless they are unable, in which case they shall notify the Chair of the Council in advance.

## 7. Quorum

- 7.1. The quorum for meetings shall be two-thirds (2/3) of the voting members.
- 7.2. a majority of those present must be faculty; and
- 7.3. faculty members on leave will not be counted in the quorum calculation unless present at the meeting either personally or via other media.

## 8. Voting

- 8.1. Each voting member of Council may cast one vote. Members must be present to vote. The support of a simple majority (50% plus one) of those casting either a yes or a no vote is required to carry a motion, except as provided in 13.2.
- 8.2. The Chair of Council shall not vote except to break a tie.
- 8.3. Voting for representatives to serve on the ProCom DEC and DHC will take place in May for membership in the following academic year and balloting will be by electronic ballot, overseen by the Secretary to Council.

## **9. Committees**

9.1. The Council shall establish a curriculum committee as mandated in Section (d) of Policy 45. It may at any time establish other committees to advise the Chair of ProCom or assist in dealing with matters concerning the operation of the School. Committees shall normally include faculty and student representatives in the same general proportion as they are represented on the Council.

## **10. Frequency and Notice of Meetings**

10.1. The Council shall meet at least twice each academic year.

10.2. The Chair of the Council shall forward to each Council member by e-mail a notice of meetings at least five (5) working days in advance of each meeting. An agenda, including all relevant documents, will be forwarded to each Council member by email at least two (2) working days in advance of each meeting.

10.3. A Council member who wishes to propose an agenda item must submit it by e-mail to the Chair of the Council at least four (4) working days in advance of the meeting at which the member wishes it to be considered.

10.4. Any two members may request a special meeting of Council. Such request must be by e-mail to the Chair of the Council, and the Chair of the Council shall call a special meeting, which shall be held within twenty (20) working days.

## **11. Openness of Meetings**

The following may attend and address Council meetings:

11.1. ProCom Faculty members on leave or reduced workload, ProCom part-time and sessional instructors;

11.2. ProCom full-time and part-time staff;

11.3. Students enrolled full-time in the ProCom programs who are registered in a Ryerson course or courses.

## **12. Minutes**

All proceedings of Council, including attendance, will be recorded and a report distributed by email to all members of Council no later than ten (10) working days after each meeting. Minutes are public documents and may be viewed at the School administrative office by any faculty member, student or staff member of the School. The Chair of the Council will forward a copy of all minutes to the Dean, Faculty of Communication & Design.

## **13. Amendments to By-laws and Procedures**

13.1. Any two members of Council may propose an amendment to by-laws and procedures. The members must circulate the proposed wording to all other members at least four (4) working days in advance of the meeting at which the member wishes it considered.

13.2. The support of at least two-thirds of members of Council who are present is required to carry a motion for amendment of the by-laws or procedures.



**Awards & Ceremonials Committee (AWCC)  
Report #F2019-1 to Senate**

1. Awards & Ceremonials Committee Report - M. Benarroch
  - 1.1. Option for undergraduate and graduate degree recipients to be awarded gender-neutral degrees

**Motion:** *That Senate approve the option for undergraduate and graduate degree recipients to be awarded gender-neutral degrees*

Respectfully submitted

M. Benarroch  
Provost & Vice President Academic  
Chair of the Committee

On behalf of the Committee:

Cory Searcy, Deputy Provost and Dean, Yeates School of Graduate Studies  
Charmaine Hack, Registrar (non-voting)  
Donna Bell, Secretary of Senate (non-voting)  
Kim McDonald, Manager, Ceremonials Office (resource person)  
Kim Varma, Associate Professor, Department of Criminology (Dean's Designate)  
Al Goss, Associate Dean, Student Affairs, Ted Rogers School of Management  
Tomas Tenkate, Director, School of Occupational & Public Health  
Sri Krishnan, Associate Dean, Faculty of Engineering & Architectural Science (Dean's Designate)  
Marcus Santos, Associate Dean, Faculty of Science  
John Shields, faculty, Politics, Faculty of Arts  
Jane Saber, faculty, Marketing Management, Ted Rogers School of Management  
Jacob Friedman, Acting Associate Dean, Faculty of Engineering and Architectural Science  
Rena Mendelson, faculty, School of Nutrition, Faculty of Community Services  
Stephen Wylie, faculty, Chemistry & Biology, Faculty of Science  
Muthana Zouri, Program Director, Communications & Design, Chang School of Continuing Education  
Nenita Ponce de Leon Elphick, Program Director, Arts, Chang School of Continuing Education  
Justina Kewal, Student, Politics & Governance, Faculty of Arts  
Hamdy Elsayed, Psychology, Yeates School of Graduate Studies  
Harsimran Rattan, Alumnus



November 1, 2019

## **OPTIONAL GENDER NEUTRAL DEGREES**

### **Motion to Senate**

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#### **Motion**

That Senate approve the option for undergraduate and graduate degree recipients to be awarded gender-neutral degrees.

#### **Gender Neutral Degree Nomenclature**

The gender neutral degree designations awarded would be:

- 'Baccalaureate' on Bachelor's award documents
- 'Magisteriate' on Master's award documents
- 'Doctorate' on Doctor awards documents

The proposed effective date is January 1, 2020, enabling the option to be available on the Application to Graduate for the Spring 2020 ceremonies.

#### **Rationale**

Providing students with the option to receive a gender neutral degree designation on their degree is reflective of the Academic Plan and our values as a university, and is responsive to our commitment to the whole person as well as our commitment to community and inclusion.

It is also in keeping with the practice of a few other forward-thinking Canadian universities. The issue of presenting students with the option of an alternate degree designation of Baccalaureate (Bachelor), Magisteriate (Master) and Doctorate (Doctor) is prompted by a request received from a graduate student. Where there is one student who is sensitive to the language used on the degree award documents, there are most likely many more.

#### **Procedures**

Upon request at the time of submission of an application for graduation, the university will print the alternate gender-neutral degree designation onto the student graduation award document. Only the graduation award document will show the alternate degree designation – all other student records (i.e. official student transcript) will indicate the primary degree

designation that has been awarded, e.g. Bachelor of Arts. A record that the alternate degree designation was printed onto the graduation award document will be recorded on the student record in RAMSS.

Alumni may elect to request that their graduation award document be amended and re-issued with the alternate nomenclature by following the process that currently accommodates other approved Ryerson amendments.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'CHack', written in a cursive style.

Charmaine Hack  
University Registrar

**REPORT OF THE SCHOLARLY, RESEARCH AND CREATIVE ACTIVITY COMMITTEE**

Report #F2019–2, December 2019

In this report the Scholarly, Research and Creative Activity Committee brings to Senate its recommendation to adopt the 2020 - 2025 Strategic Research Plan.

Recommendation

- The SRCAC unanimously recommends that Senate adopt the 2020 - 2025 Strategic Research Plan.

Respectfully Submitted,

Steven N. Liss, Chair for the Committee

SRCAC Members:

- Naomi Adelson, Associate Vice-President, Research and Innovation
- Asher Alkoby, Chair, Research Ethics Board
- Cory Searcy, Interim Dean, Graduate Studies
- Donna Bell, Secretary of Senate
- Patrizia Albanese, Associate Dean, Faculty of Arts
- Ozgur Turetken, Associate Dean, Ted Rogers School of Management
- Charles Davis, Associate Dean, Faculty of Communications & Design
- Jennifer Martin, Associate Dean, Faculty of Community Services
- Michael Kolios, Associate Dean, Faculty of Science
- Sri Krishnan, Associate Dean, Engineering & Architectural Science
- Dana Thomas, Associate Chief Librarian
- Andriy Miransky, Associate Professor, School of Computer Science, Faculty of Science
- Julia Spaniol, Assistant Professor, Department of Psychology, Faculty of Arts
- Yuanshun Li, Associate Professor, Accounting & Finance, Ted Rogers School of Management
- Richard Adams, Professor, Graphic Communications Management, Faculty of Communication & Design
- Nancy Walton, Director, Nursing, Faculty of Community Services
- Ravi Ravindran, Professor, Mechanical Engineering, Faculty of Engineering and Architectural Science
- Brian Cameron, Librarian
- Liping Fang, Associate Dean, Faculty of Engineering & Architectural Science
- Katey Park, Graduate Student, Psychology
- Simon Donato-Woodger, Undergraduate Student Senator

**SCHOLARLY, RESEARCH AND CREATIVE ACTIVITY COMMITTEE REPORT**

Report #F2019–2; December 2019

At its October 2018 meeting, the Senate SRC Activity Committee formed a Steering Committee and approved a process to guide the development of the new Strategic Research Plan. The plan was brought forward to the December 2018 Senate meeting for information.

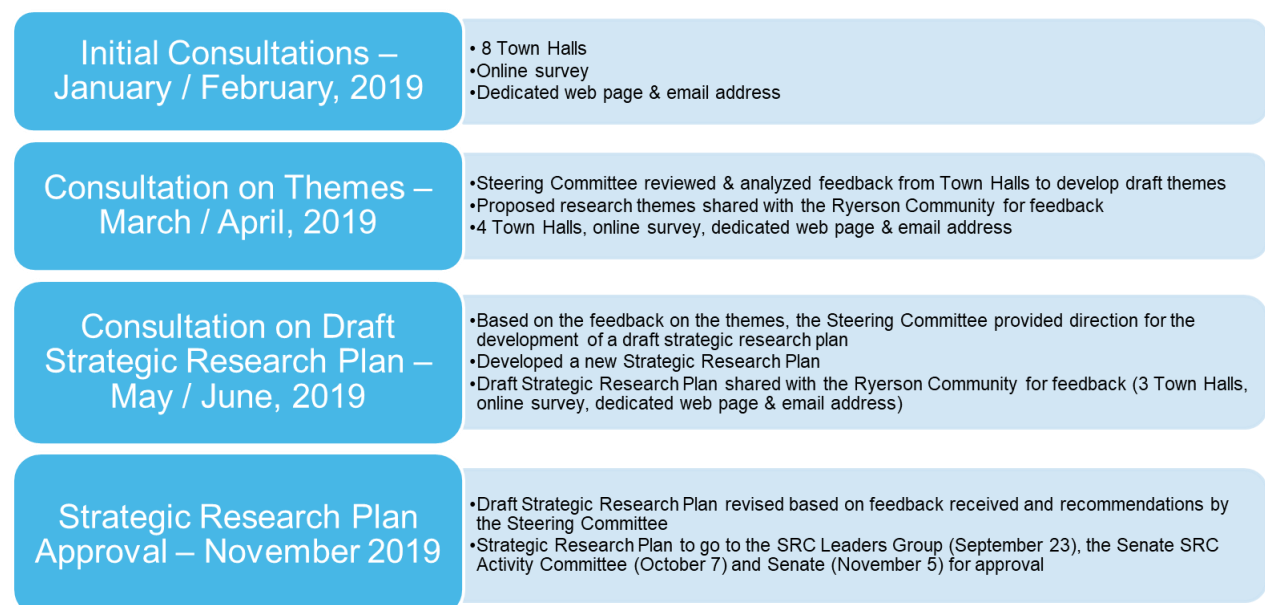
The Strategic Research Plan Steering Committee was formed with representation from all faculties and chaired by Naomi Adelson, AVPRI. The Office of the Vice-President, Research and Innovation would like to thank the following individuals for their outstanding service and contributions to the development of the new Strategic Research Plan:

- **David Cramb**, Dean, Faculty of Science
- **Dagmawi Degefu**, Postdoctoral researcher, Faculty of Science
- **Sepali Guruge**, Faculty of Community Service
- **Dan Jakubek**, Library
- **Fahim Khan**, Undergraduate Student
- **Lynn Lavallée**, Strategic Lead, Indigenous Resurgence, Faculty of Community Service
- **Ali Mazalek**, Faculty of Communication & Design
- **Catherine Middleton**, Ted Rogers School of Management
- **Melina Ovanessian**, Graduate Student
- **Ruth Panofsky**, Faculty of Arts
- **Pawel Pralat**, Faculty of Science
- **Peggy Shannon**, Faculty of Communication & Design
- **Sharareh Taghipour**, Faculty of Engineering & Architectural Science
- **Josephine Wong**, Faculty of Community Service

**Multi-Phased Consultation Process**

The Strategic Research Plan articulates the University's key research themes and areas of current focus which represent Ryerson's strategic strengths and reflect the diverse scholarly, research and creative activity that is taking place across the institution.

To develop the new Strategic Research Plan, the Steering Committee followed an iterative, collaborative consultation process.



In addition to the Town Halls, additional meetings were held that were dedicated to the discussion of Indigenous focused SRC activities and internationalization.

**Strategic Research Plan 2020 - 2025**

Major highlights of the new plan include:

- Capturing “how” Ryerson approaches SRC activity - includes guiding principles of equity, diversity, inclusion and access
- Six strategic research themes
  - Urban Innovation
  - Justice, Equity & Society
  - Culture & Creativity
  - Work, Skills, Industry
  - Health & Well-Being
  - Technology & Intelligent Systems
- Eight areas of current focus
  - City Building and Urban Innovation
  - Biomedical Engineering, Science & Technology
  - Energy
  - Future Skills
  - Migration and Settlement
  - Democracy Studies
  - Cybersecurity
  - Creative Innovation
- Indigenous Thought & Resurgence priority
- Measures of success
  - Research funding and collaboration
  - Recognition
  - Impact
  - Growth
- OVPRI supports

**Recommendation**

The SRCAC unanimously recommends that Senate adopt the 2020 - 2025 Strategic Research Plan.



## Draft Strategic Research Plan 2020-2025

### **Inventive and Purposeful Thinkers and Creators**

Ryerson University is located in the heart of Toronto – one of the most dynamic, diverse urban centres in the world – and leverages the energy of its location to foster bold thinking, collaborative partnerships, innovation, and entrepreneurship. Our Scholarly, Research and Creative (SRC) engagement is strengthened by a willingness to cross disciplinary boundaries, break down barriers, build alliances and take risks to advance inquiry, discovery, knowledge, and creative works. Incubating local, national, and international networks and communities of practice, Ryerson researchers are generating and applying knowledge across a broad range of disciplines, fields, professions, and private, public, and non-profit sectors.

### ***Ryerson: A Hub for World-Leading Researchers Working to Solve Complex Real-World Problems***

Led by intellectual curiosity and a desire for sustainable change, Ryerson researchers are creating evidence-based solutions and activating real-world transformation. Ryerson's distinctive core mission – to serve societal need – responds to the demand for highly skilled creative and critical thinkers who address increasingly interconnected, complex problems and work towards effective solutions. Our faculty and students are willing to defy convention as they seek solutions to make the world a better place for all. As a globally connected city university, we believe that inclusive and collaborative approaches are essential to great research. To that end, Ryerson is committed to cooperation and partnerships with diverse communities, industry, stakeholders, and government. Ryerson researchers are building on the success of these partnerships as we continue to forge new ones.

## **Guiding Principles - Equity, Diversity, Inclusion, and Access**

Foundational to SRC activity at Ryerson are the principles of equity, diversity, inclusion, and access. Together, these principles underscore our commitment to and expression of social justice and are essential to our integrated approach to SRC activity as they cross-cut Ryerson's strategic research themes and objectives. At Ryerson, we intentionally advance equity, diversity, inclusion, and access through our SRC activities. Advancing these principles amplifies our research and innovation opportunities, removes barriers, fosters multiple worldviews, and cultivates an enriched environment for SRC success. These guiding principles incorporate and advance Indigenous knowledges and perspectives, build on existing Indigenous SRC leadership, and strengthen SRC relationships in a reciprocal and respectful manner.

Equity, diversity, inclusion, and access are expressed and promoted through a multiplicity of perspectives, experiences, and methodological approaches to the SRC work undertaken at the university. As a signatory to the [Dimensions Charter](#) and a selected pilot institution, Ryerson is committed to these principles and associated practices that will further strengthen the overall excellence of SRC activities.

*When equity, diversity and inclusion considerations and practices are integral to research participation, to the research itself, and to research training and learning environments, research excellence, innovation and creativity are heightened across all disciplines, fields of study and stages of career development. (Dimensions, Principle 4)*



## SRC Strengths and Priorities

Central to Ryerson's success is a focus on SRC excellence and impact through a combination of investments by faculties, researchers, and the institution. Striving for the highest standards in SRC excellence, Ryerson is enabling SRC growth by supporting strategic hiring priorities, driving multidisciplinary SRC initiatives, growing graduate programming and training, and recognizing distinction in SRC activity. Success also includes a commitment to the full spectrum of community engagement and knowledge translation towards improving the quality of life for the world's citizens through sustainable social, physical, and technological innovation.

Ryerson's strengths and priorities in SRC activity, innovation, and entrepreneurship are reflected through named research chairs, recognized research centres, and commercialization activity with industry. Together they highlight Ryerson's national and international leadership.

Using the Strategic Research Plan as a guide, Ryerson will strengthen strategic and multidisciplinary collaborations across themes, expand international partnerships, and promote greater alignment between the innovation ecosystem and research through enhanced commercialization, knowledge translation, and mobilization. In support of this expansion and the anticipated growth of activities, Ryerson will continue to streamline administrative and infrastructure support, including strengthening the quality of our accountability framework and reputation-enhancing initiatives.

### *Strategic Themes*

The six strategic themes outlined below highlight where Ryerson is driving SRC intensity, impact, and excellence. They are neither exhaustive nor prescriptive. With a focus on local, national, and international engagement and cooperation, and partnerships with academic institutions, government, non-profit and community-based organizations, as well as the private sector, the themes – and the confluence of activities they represent – respond to societal needs and advance transformative knowledge. These themes highlight the ways in which Ryerson's SRC community addresses complex problems that demand bold and creative solutions, such as those described in the United Nations 2030 Sustainable Development Goals. Ryerson's SRC activities are making a significant impact in a rapidly evolving world. The six themes are as follows:

- Urban Innovation
- Justice, Equity & Society
- Culture & Creativity
- Work, Skills, Industry
- Health & Well-Being
- Technology & Intelligent Systems

### **Urban Innovation**

Global populations are increasingly mobile and concentrated in urban centres. With our collective future tied to climate change and the fate of cities, the health of our urban environments relies on innovative solutions to complex and often interlinked social, economic, political, environmental, cultural, and technological challenges. Canada's cities are growing, with roughly 80% of Canadians living in urban areas and with the vast majority of the almost 300,000 people who migrate to Canada each year settling in cities and suburbs across the country. Newcomers are vital to Canada's diversifying cultural, social, and economic landscapes and its expanding workforce. Ryerson research is devoted to defining issues of urban innovation, including the physical, technological, and societal aspects of urban growth and change. Ryerson researchers are actively seeking partnerships and new ways to ensure that cities are safe, resilient, and sustainable. Our current expertise ranges from sustainable housing and renewable energy to the future of land use and water policy, from food security to smart infrastructure, migration, settlement, responsible development, and urban design.

### **Justice, Equity & Society**

Increasingly, democratic states and institutions are facing a combination of external and internal challenges. Changes in the manner in which information is communicated have fundamentally altered journalism and the media industry. Trust in public institutions is eroding and participation in traditional forms of democratic engagement is declining. Growing income and social inequality and a rise in populism compound these challenges. There are systemic factors within the judicial system that result in inequity and injustice. These challenges, impacts, and intersections are taken up by our faculty as we continue to build capacity in the study of democratic institutions with a focus on inclusivity, governance, and engagement.

### **Culture & Creativity**

Art and creative expression expand the ways we think about the world and our place in it, enrich our lives, and help us arrive at creative solutions to real-world problems. Blurring the line between conventional research and creative practice, and drawing from a diverse urban and academic milieu, Ryerson faculty combine traditional media with new technologies to drive innovation in design and culture industries. Fields of inquiry range from the digital humanities, photography, and theatre to augmented reality, activist art, and the protection of cultural heritage. Using a range of methods of curation and creation, in fields such as journalism, communication, and marketing, and in pioneering forms of accessible design, our SRC leaders are forging new practices and standards for academic, professional, business, and public audiences.

### **Work, Skills, Industry**

With nearly 42% of Canadian jobs likely to be affected in some way by automation over the next two decades, and with the disruptive nature of social media, unprecedented access to big data, and analytic advances, all aspects of the workforce and management will need to adapt. Canada's competitiveness and prosperity therefore depend on building a resilient workforce by matching skills and employment opportunities, access to life-long learning, as well as ensuring the full participation of the underemployed and unemployed, including equity-seeking groups and underserved communities. As technological and skills innovation are key areas of research at Ryerson, we are ideally positioned to take the lead in investigating and developing tools and strategies that will advance inclusive, ethical, and sustainable economic growth and productive employment.

### **Health & Well-Being**

Ryerson approaches health and well-being research by focusing on quality of life and promoting well-being for all. In advancing health-related SRC activities, our multidisciplinary and multi-sectoral researchers work across a range of disciplines and perspectives that address personal, social, economic, technological, and environmental factors impacting health and well-being at the individual, community, and global levels. Our SRC leaders are innovators in the fields of biotechnology and robotics, and in the use of intelligent systems in disease recognition and treatment. They are advancing research impact in areas such as patient experience, nursing, aging, mental health, housing and design, social practices, and nutrition.

### **Technology & Intelligent Systems**

Advanced manufacturing drives Canada's economy and accounts for approximately 11% of the country's GDP. We have invested in machines and technology that are at the intersection of design and user experience, and will unlock new possibilities for the future of human-machine interactions. Ryerson is pioneering technology and design in sectors such as manufacturing, aerospace, robotics, security, retail, and construction. Working with industrial partners, Ryerson is creating a strong technological and industrial ecosystem through our research in engineering, design, management, and production. Innovations in sustainable industrialization and intelligent systems are transforming a wide variety of sectors, including the Internet of Things, autonomous systems, process optimization, advanced manufacturing, 3D printing, aerospace, robotics, and cybersecurity.

*Indigenous Thought & Resurgence*

Indigenous Thought & Resurgence, which transcends a single thematic focus, captures the collectivity of work being undertaken at Ryerson to cultivate Indigenous-led SRC growth and success across the institution. Specific attention to Indigenous knowledges and perspectives as well as processes of decolonization is a priority. Recent investments in areas such as digital humanities and Indigenous governance represent some of the ways that Ryerson is committed to cultivating Indigenous-led SRC growth.

The establishment and maintenance of relevant and appropriate SRC engagement with Indigenous individuals and communities is integral to the institutional commitment to Indigenous Thought & Resurgence. Specifically, we understand that SRC activities with Indigenous peoples is conducted in a manner that is relational and respectful of Indigenous communities and individuals, demonstrates concern for the collective and individual welfare of Indigenous peoples, and is collaborative in nature.<sup>1</sup>

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<sup>1</sup> “Guidelines for Research Involving Indigenous Peoples in Canada” (Ryerson University Research Ethics Board).

### Current Areas of Focus

The areas of focus listed below reflect a clustering of activities and synergies that have critical mass and are ready for accelerated growth in SRC activity and investment. Building on a solid foundation of excellence and academic leadership, these areas present strategic and enhanced opportunities for national and international collaboration, industry and community partnerships, funding, recognition, and impact.

1. City Building and Urban Innovation

City building is central to an extensive range of SRC activity at Ryerson. Leveraging the Centre for Urban Innovation, Ryerson has the opportunity to harness a rich constellation of activities, interests, and expertise to bring greater focus and scale to the university's leadership on critical urban issues and to define the cities of the future.

2. Biomedical Engineering, Science & Technology

By building and strengthening partnerships with hospitals, the clinical community and the communities they serve, Ryerson is expanding its research networks and enhancing access to state-of-the-art labs and infrastructure. Through collaborative platforms, such as the Institute for Biomedical Engineering, Science and Technology, Ryerson researchers can continue to develop new and innovative ways of advancing clinical care and making discoveries that align with market need.

3. Energy

Ryerson is uniquely positioned to contribute to solving the challenges faced by the energy sector – particularly those related to global warming. Through our Centre for Urban Energy, an academic-industry partnership committed to exploring and developing sustainable solutions to urban energy challenges, Ryerson researchers are advancing how we generate, transport, store, and consume energy.

4. Future Skills

With the award of the federally-funded Future Skills Centre, which builds on the expertise of the Diversity Institute and Magnet, Ryerson is poised to deepen and broaden SRC-related activity with a focus on how to best prepare Canadians for future workforce opportunities. This includes the changing nature of skills and competencies, and the policies, processes, and tools that advance economic inclusion and success.

5. Migration and Settlement

Ryerson's established research expertise in migration, integration, refugee, and diaspora studies and the work of the Ryerson Centre for Immigration and Settlement has increased capacity with the Canada Excellence Research Chair in Migration and Integration. Together they set the course for further opportunities for growth and international scope.

6. Democracy Studies

With a Jarislowsky Democracy Chair and two Canada Research Chair (CRC) allocations, Ryerson is deepening and expanding its research expertise, teaching, and public outreach on issues related to democratic politics, Indigenous governance, and civic engagement.

7. Cybersecurity

Cybersecurity is an immediate global issue. Along with the investment of future CRCs in this area, Ryerson is bringing together researchers, government, and industry leaders through the Rogers Cybersecure Catalyst and will leverage both resources and entrepreneurial capacities to solve critical security challenges.

8. Creative Innovation

Working with the most dynamic and innovative creative companies in Canada, Ryerson is enhancing opportunities for collaborations between researchers and industry towards transformational and disruptive innovation. Investments in the Faculty of Communication and Design's Catalyst and Creative Technology Lab reflect Ryerson's integrated, multidisciplinary research approach.

**Cultivating Success – Encouraging Bold Ideas**

Ryerson leverages its historical mandate to conduct SRC activity that serves societal need to inform its current and future SRC aspirations and programming. Capitalizing on this trajectory, Ryerson is breaking down thematic and disciplinary silos by integrating a mix of programs, faculties, and sector orientations. This approach allows for the clustering and growth of SRC activity towards enhanced SRC partnerships and opportunities for researchers and students. We are committed to a multiyear strategy to expand the quality and level of support to enhance research participation, excellence, and success.

Ryerson's SRC excellence and impact are built upon supporting our established strengths as well as identifying and incubating new, bold ideas and nascent areas of SRC activity. This strategy includes attracting top faculty, students, and staff and a sustained focus on building our SRC profile and reputational success through increased funding, greater recognition, publications, commercialization and patents, industry and community partnerships, experiential learning opportunities, and knowledge mobilization.

*Role of the Office of the Vice-President, Research and Innovation in Cultivating Success*

To support SRC excellence, attract and retain top talent and promote SRC impact, a key priority of the Office of the Vice-President, Research and Innovation (OVPRI) is to build collaborative partnerships across the University. This includes working with Ryerson International towards greater global SRC partnerships and initiatives and with the Yeates School of Graduate Studies in support of highly qualified personnel at the graduate and post-graduate levels. In addition, the OVPRI is strengthening the innovation ecosystem in moving from lab to market by providing various levels of support for knowledge and technology transfer and commercialization.

The OVPRI, as a shared service, fulfills a number of other important functions including:

- Providing advice and support to researchers on individual and institutional research proposals;
- Managing the development of institutional-led projects and programs and the development of institutional initiatives and strategic partnerships;
- Facilitating and ensuring compliance with federal ethics guidelines and principles of research integrity;
- Enhancing undergraduate research opportunities; and,
- Providing the required leadership and support for SRC compliance requirements.

As the funding landscape changes, the OVPRI is evolving in order to be well positioned to provide comprehensive support and encourage the stimulation of innovation through strengthened multidisciplinary connections and bigger and bolder projects and partnerships.

To enhance communication, collaboration, and alignment, as well as promote greater cross-training of employees and succession planning and respond to a changing SRC ecosystem, the OVPRI has undertaken an organizational redesign around common goals and outcomes.

The goals of the OVPRI organizational changes are to:

- Clarify roles and responsibilities
- Enhance communication and collaboration
- Strengthen client service orientation of the office
- Align governance with strategic priorities

**SRC Physical and Digital Infrastructure**

The physical and virtual spaces of the institution are central to the success of our SRC growth. Progress and the growth of physical SRC infrastructure has been made with the new Centre for Urban Innovation (established in 2018) and the Daphne Cockwell Health Sciences Complex (established in 2019). Future needs will include the expansion and anchoring of science research and educational opportunities. In conjunction with the campus master planning exercise and research infrastructure funding calls, we will continue to identify new space and facility requirements that will connect research and talent development with industry, business, and community. New and renewed facilities, in turn, will increase opportunities for innovation, partnership, collaboration, and the anticipated increase of research activity and recognition.

Investment in digital infrastructure is equally vital to the expansion of SRC activity at Ryerson. The Ryerson University Library and Archives is central to the digital infrastructure required to ensure SRC innovation and success. The library provides expertise, cross-disciplinary academic perspectives, and a deep understanding of SRC needs and opportunities. It also plays a foundational role in supporting individual researchers, scholars, creators, and students and in connecting multidisciplinary research teams. In addition, it provides a rich set of resources (digital, data, textual, visual, scholarly, published and community generated) and offers the latest tools and technology-enhanced spaces necessary for the creation of new ideas, knowledge, and understanding. With expertise in research data management, open scholarship and science, intellectual property, knowledge mobilization and community outreach, the library is critical to advancing the goals of this plan. Sustained investment focussed on SRC growth and transformative digital and physical infrastructure will leverage some of the library's most successful SRC endeavours (institutional repository, open publishing, collaboratory, digital preservation, researcher communities, open researcher platform pilot) and allow expansion and creation of innovative new programs and services to meet emerging SRC priorities.

## Measuring Success

Agreed-upon measures of progress are essential for operational transparency. These measures facilitate the OVPRI's planning and decision-making processes and allow for the celebration and recognition of SRC excellence. The OVPRI will continue to work closely with the deans and associate deans of research in each faculty to co-create relevant SRC activity standards and measures for review to directly support their respective Strategic SRC Plans.

SRC success may be evaluated through a range of activities, including:

### Research funding and collaboration

- Intensity of SRC activity and proportional share of external funding
- Quality and number of international partnerships, funding, and publications
- Number of collaborations and partnerships with industry, government, and non-governmental organizations
- Leadership in the development of new fields and/or multidisciplinary areas of SRC activity

### Recognition

- Number of national or international SRC awards and prizes to faculty
- Number of national or international SRC awards and prizes to undergraduate and graduate students
- National and international peer review and recognition
- Periodic third-party review

### Impact

- Number and quality of outputs such as peer-reviewed publications or exhibits, as appropriate to discipline
- Traditional and social media coverage
- Industrial or social innovation, including new technologies, patent applications, licensing of products and services, or other forms of knowledge transfer and adoption resulting from SRC activities
- Community benefit
- Knowledge translation and mobilization initiatives
- Visibility and reputation, measured by national and international reputational surveys

### Growth

- Attract, develop, retain, and support outstanding faculty, students, and staff
- Attract and retain nationally and internationally funded postdoctoral fellows
- Cultivate SRC interest and experience for undergraduate students
- Collaborate with the Yeates School of Graduate Studies towards attracting and training high quality PhD and masters students
- Globally mobilize people and ideas through exchange, programs, and advanced research opportunities

## Strategic Research Plan Progress Review

SRC activity is a cornerstone of Ryerson University's orientation towards and commitment to the development of talent, student experience, knowledge creation and mobilization. These activities address key challenges and opportunities in the world today, through collaborations and partnerships across our region, country, and the globe.

The Strategic Research Plan is integrated and aligned with the institutional priorities set out in the University's Academic Plan, which articulates the university's vision to be Canada's leading comprehensive innovation university. SRC activity, as one of the key priorities of the Academic Plan, focuses on excellence, intensity, and impact. The Strategic Research Plan outlines how Ryerson is supporting and building SRC excellence, intensity, and impact by distinguishing key thematic areas of SRC investment and highlighting support structures.

Progress on the Strategic Research Plan will be reported through the Senate SRC Activity Committee. The Senate SRC Activity Committee has a mandate to examine and report to Senate regarding the state of SRC activity at Ryerson and upon issues regarding SRC activity that are likely to arise. Its membership, which is broadly representative of the university, includes individuals from each faculty, the library, graduate studies, the Research Ethics Board, as well as undergraduate and graduate student senators.

The Senate SRC Activity Committee has established a subcommittee, the SRC Leaders Group, which consists of the associate deans of research (or equivalent) who meet regularly to gather input and offer advice to the vice-president, research and innovation regarding strategies for enhancing SRC activity at Ryerson. The SRC Leaders Group is an active forum for exchanging information and discussing SRC activity issues and strategic planning. Its efforts support the progress of the Strategic Research Plan.

Each year, the OVPRI compiles an annual report that articulates achievements and key actions to deliver on the Strategic Research Plan. The annual report describes progress on:

- Supporting SRC excellence and increasing funding success;
- Expanding research collaborations and partnerships;
- Amplifying SRC impact, knowledge mobilization and transfer; and
- Strengthening SRC supports and systems.



## Appendix A: Strategic Research Plan Creation and Approval Process

### Planning and Approval Process

The 2020-2025 Strategic Research Plan was developed through an iterative consultation process under the leadership of the OVPRI and guided by a Steering Committee with representation from each faculty and the student body. The broader university community was engaged through a series of town halls and the plan was approved via Ryerson's collegial governance framework. The Strategic Research Plan is aligned with the university's Academic Plan.

## Appendix B: Canada Research Chair Allocation and Management

The allocation and management of Ryerson's CRCs is overseen by the Executive Committee for CRC Planning. Chaired by the vice-president, research and innovation, additional members include the associate vice-president, research and innovation; the provost and vice-president, academic; the vice-president, equity and community inclusion; the assistant vice-president, international; the vice-provost and dean, graduate studies; and a Ryerson University faculty member with an established research track record. The vice-provost, faculty affairs, is an ex officio member of the Committee. This Committee reports to the president of the university.

The Committee is responsible for all policies and processes relating to the management of Ryerson's CRC allocations, including strategic decisions, renewal reviews, and allocation requests. The Committee also oversees the implementation of Ryerson's Equity, Diversity, and Inclusion (EDI) Action Plan and equity targets in the CRC process.

### Planned Allocation

As of fall 2018 and inclusive of the two new Tier 2 CRCs, Ryerson has an allocation of 23 Chairs: three Tier 1s and 20 Tier 2s, consisting of two CIHR Tier 1s; two CIHR Tier 2s; 12 NSERC Tier 2s; one SSHRC Tier 1; and six SSHRC Tier 2s. This breakdown includes two SSHRC Tier 2 chairs resulting from a flexible option to split one SSHRC Tier 1 into two SSHRC Tier 2 Chairs and an agency change from NSERC to CIHR.

Research Theme	Current Allocation	Pending Allocation	Planned Allocation
Urban Innovation		1	1
Justice, Equity & Society	1	2	
Culture & Creativity	2		1
Work, Skills, Industry			1
Health & Well-Being	5	1	
Technology & Intelligent Systems	7	1	

*Achieving Equity, Diversity, Access, and Inclusion*

As a signatory to the Dimensions Charter and a selected Dimensions pilot institution, Ryerson is deeply committed to fostering research excellence, innovation, and creativity across all disciplines through increased equity, diversity, and inclusion.

Ryerson's EDI Action Plan, *Leading Research through Diversity*, reflects the university's core values and forms the basis for our commitment to going beyond the minimum CRC compliance requirements. Our aspirational goal is to have our faculty and staff reflect our diverse student body and community, and this is also the goal for all CRC appointments.

Commitment means that Ryerson recognizes intersectionality and intentionally incorporates equity, diversity, and inclusion into each step of the CRC hiring process. This refers to the language used in position descriptions, posting hiring advertisements widely and appropriately, unconscious bias training for hiring committees, and monitoring progress in achieving our EDI goals.

As stated in our EDI Action Plan for Canada Research Chairs, CRCs "are role models and supervisors for future researchers, colleagues who collaborate to build a community of innovation, and scholars who generate new knowledge that can have a substantial impact on lives and inspire social change." Therefore, it is critical that CRCs have a demonstrated commitment to uphold the values of equity, diversity, and inclusion in their work. For example, in response to the Calls to Action of the Truth and Reconciliation Commission, Ryerson University will seek CRCs who:

- Incorporate Indigenous knowledges and perspectives in their SRC;
- Work collaboratively with Indigenous communities and/or scholars; and
- Recruit Indigenous graduate students and postdoctoral fellows as members of their teams.

YSGS report to Senate  
November report for December 2019 Senate

In this report the Yeates School of Graduate Studies Council (YSGS Council) brings to Senate, for information, the following items:

## Periodic Program Review 1-year Follow-Up (For Information)

### Nutrition Communication (MHSc)

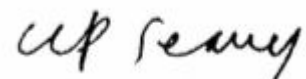
On November 13, 2019 the Program and Planning Committee reviewed the 1-year follow-up to the Nutrition Communication (MHSc) periodic program review and approved the documents to move onto YSGS Council. On November 20, 2019 the YSGS Council determined that the implementation plan is effectively moving forward in a timely manner. The documents were voted on and have been recommended for approval as sufficiently addressing the comments and recommendations of the Peer Review Team.

### Communication and Culture (MA/PhD)

On November 13, 2019 the Program and Planning Committee reviewed the 1-year follow-up to the Communication and Culture (MA/PhD) periodic program review and approved the documents to move onto YSGS Council. On November 20, 2019 the YSGS Council determined that the implementation plan is effectively moving forward in a timely manner. The documents were voted on and have been recommended for approval as sufficiently addressing the comments and recommendations of the Peer Review Team.

### Literatures of Modernity (MA)

On November 13, 2019 the Program and Planning Committee reviewed the 1-year follow-up to the Literatures of Modernity (MA/PhD) periodic program review and approved the documents to move onto YSGS Council. On November 20, 2019 the YSGS Council determined that the implementation plan is effectively moving forward in a timely manner. The documents were voted on and have been recommended for approval as sufficiently addressing the comments and recommendations of the Peer Review Team.



Cory Searcy, Interim Vice-Provost & Dean, YSGS

**1 YEAR FOLLOW-UP REPORT**

**Graduate Program    Master of Health Science (MHSc) Nutrition Communication**  
**School of Nutrition**  
**Faculty of Community Services**

Peer Review Team	Dr. Shawna Berenbaum (University of Saskatchewan) Dr. Barbara Roebathan (Memorial University) Dr. Angela Valeo, (Ryerson University)
Site Visit	Oct 6 & 7, 2016
PRT Report	Nov 4, 2016
Program Response	Jan 2017
YSGS Response	Sept 21, 2017
PPC Approval	Nov 2, 2017
YSGS Council Approval	Mar 14 , 2018
PPR Approved by Senate	May 1, 2018
1 Year Follow Up Report	Oct 3, 2019

As mandated by Ryerson Senate Policy 126: Periodic Program Review of Graduate and Undergraduate Programs<sup>1</sup>, within one year of Senate approval of the PPR, a 1 Year Follow-Up Report is to be submitted to the Faculty Dean or Dean of Record and the Vice-Provost and Dean, YSGS, on the progress of the implementation plan and any further recommendations. This follow-up report will be also be reviewed by Programs and Planning Committee, YSGS Council, and finally Senate. The PPR Report to Senate may also include a date(s) for subsequent Follow-up Reports.

What follows are the PRT recommendations, the program responses, YSGS responses, and the implementation plan, including the 1 year follow-up status reports by the program.

<sup>1</sup> <https://www.ryerson.ca/content/dam/senate/policies/pol126.pdf>

## PPR Recommendation #1

**#1: Continue to build on making this program unique with a focus on nutrition communication. Many programs cover aspects of what this program does in nutrition (but do not title their masters as such) but the fact that you have chosen to name the program as a MHS in Nutrition Communication and to focus on some areas is unique. Identify other key communication issues that would truly help set this program apart.**

### Program Response:

1. Establish a MHS Nutr Comm program curriculum committee to:
  - a) Review the curriculum of other Canadian graduate programs to identify overlap and inform efforts to further differentiate our program.
  - b) Examine the breadth and depth of the nutrition communication focus reflected in the curriculum.
  - c) Identify areas where the nutrition communication focus can be articulated more transparently and enhanced.
  - d) Review curriculum for overlap with courses in our BASc program and recommend adjustments to ensure that learning is additive and incremental.
  - e) Examine workload across the curriculum.
  - f) Examine the level of difficulty of course materials and make recommendations for change.
  - g) Compare the course outlines to the original versions to identify curriculum 'drift'.
  - h) Examine the NC8101 Epidemiology for Nutrition Research and Interpretation course and identify areas where revisions are required to enhance differentiation of our program.
  - i) Examine changing NC8104A/B Nutrition Comm Seminar and NC8300 Professional Practice courses from Pass/Fail to graded.
  
2. Review our program materials to ensure that the nutrition communication focus is clearly articulated. The GPD will take the lead in this activity.

### Notes:

We offer the following clarification regarding information contained in the PPR Review Team report:

- i) In the three years since Option 1 of our MHS program was accredited, we have established a roster of nearly 100 organizations and individuals across southern Ontario through which our students are engaged in practical training under the supervision of highly qualified preceptors, not all of whom are dietitians. We routinely place students in settings through which they can engage in media communications (writing for magazines, newspapers, online, preparing for TV and radio interviews, etc.) under the supervision of dietitians who work in these areas. We also place students in areas where dietitians are not (yet) employed, such as community-based food organizations. In these cases, RD faculty members collaborate with our Practicum Coordinator to provide the required oversight, while appropriately qualified organizational staff provide day-to-day supervision.
  
- ii) PPR Peer Review team noted that our program does not provide a mechanism for gauging students' ability to achieve "Awareness of limits of knowledge" which was one of the six areas reflected in the original GDLEs framework. In the revised GDLEs framework, this statement now reads "Cognizance of the complexity of knowledge and of the potential contributions of other interpretations, methods, and disciplines."
  
- iii) PPR Peer Review team noted that the admissions criteria include demonstration of high level written communication skills in English.

**YSGS Response:**

YSGS supports efforts of NC in further differentiating itself from similar programs at other institutions, and in the enhancement of its curriculum offerings.

**Implementation Plan:**

- 1a) Establish curriculum review committee. Review all program curriculum
- 1b) Identify areas to enhance nutrition communication focus
- 1c) Identify areas to better articulate nutrition communication focus.
- 1d) Analyse curriculum drift.
- 1e) Analyse NC8101 and revise.
- 1f) Analyse NC8201 and revise.
2. Review program materials for clear articulation of nutrition communication focus.

**1-year Follow up/update:**

- 1a) MHSc Curriculum Review Committee has been established and meets bi-annually. All program curriculum has been reviewed to inform our efforts to further differentiate the unique aspects of our curriculum in our program materials.
- 1b) Nutrition communication focus has been emphasized across all courses by ensuring that communication skill development and assessment are addressed as components of every assignment.
- 1c) Program materials have been revised to emphasize and clarify the nutrition communication focus.
- 1d) Revision of our GDLEs provided an opportunity to review and address curriculum drift.
- 1e) NC8101 has been extensively revised and renamed: NC8101 Appraising Scientific Evidence. Emphasis will be placed on understanding how to evaluate and interpret research to make informed judgements regarding complex nutrition issues. Students will learn to interpret the tools used by scientists to measure the impact of interventions and scientific outcomes from a variety of research approaches and study designs. Students will learn how to synthesize knowledge and formulate an evidence-based position on a complex nutrition issue by conducting a systematic literature review
- 1f) NC8201 (Understanding Health Behaviour) is currently under revision by a new instructor.
2. We have reviewed all program materials to highlight the nutrition communication focus.

**PPR Recommendation #2**

**#2: Work on collaborating with more programs at the university; there might be new and unique ways to work together with the Faculty of Communication and Design (e.g., joint courses/workshop; students collaborating on projects together in the community). This is an opportunity that other universities would not be able to capitalize on.**

**Program Response:**

We welcome the opportunity to collaborate with other programs at Ryerson. We have collaborated with the Professional Communication (PC) program since our MHSc was in the planning stages. Four PC program faculty members were included as "founding faculty" in our MHSc program proposal. Since introduction of our NC8209 Knowledge Translation course in 2013, we have ensured access for a limited number of ProComm students and we value the varied perspectives that they bring to classroom discussions.

In 2014-15, we welcomed the opportunity for a small number of our graduate students to take part in a weekend "Strategic Communication" workshop financed by ProComm. For 2015/16, we are investigating the feasibility of purchasing this workshop independently, so that all of our students can attend.

In 2014, our GPD proposed that FCS programs that engage external preceptors to supervise students could collaborate on education and training activities that promote interdisciplinary practice, make efficient use of resources, and create opportunities for preceptors and students from health profession programs to interact and learn together. Since that time, the appointment of an FCS Associate Dean, Graduate Studies and Strategic Initiatives has expanded on opportunities for collaboration and information sharing among FCS programs that has benefited our preceptor and student education initiatives. We will continue to pursue opportunities to collaborate with other FCS programs.

**YSGS Response:**

YSGS encourages collaboration between NC with other programs at Ryerson, both within FCS and outside (continuing its collaboration with Professional Communication).

**Implementation Plan:**

- 1a) Complete Strategic Communication workshop.
- 1b) Communicate with ProComm to explore opportunities to collaborate.
2. Explore opportunities for collaboration with other FCS professional programs.

**Follow up/Update:**

1. We have successfully implemented ProComm's Strategic Communication workshop for our students for two years. Escalating costs of providing this workshop (offered by a US expert) have made it prohibitive to continue offering it for our students. We have successfully identified other avenues through which to expose our students to this content (e.g., hiring expert dietitians who work in strategic communication)
2. Other collaborations:
  - We have engaged School of Nursing faculty to provide therapeutic communication workshops for MHSc students.
  - We have engaged staff from many Ryerson departments to provide workshops that are specifically designed to meet the needs of our MHSc students, including the: Equity, Diversity & Inclusion office, Counselling Centre, Career Centre, Library (citation management software, systematic literature reviews, copyright and intellectual property laws, etc.), Student Affairs' Scholar in Residence, Academic Integrity Office, Learning & Teaching Office. These workshops have been incorporated into existing courses, attendance is mandatory and subject matter is included in course assessments.
  - We continue to look for opportunities to collaborate with other Ryerson programs and departments to augment our curriculum and enrich our students' experience.
  - We collaborate with our external PMDip Dietetics partner organizations (Sunnybrook & Women's College Hospital, SickKids, North York General Hospital and Unity Health) to provide workshops that engage both MHSc and PMDip Dietetics students in collaborative, experiential learning. For example, we have implemented a joint program orientation initiative that enables our students to gain access to knowledge specific to each of these partner organizations.

### PPR Recommendation #3

**#3: Strengthen the research component.** We recognize that this is a professional program vs a thesis based program, however, as previously described, the research component and the Epidemiology course could be strengthened. A small well-defined research project where data are collected and analyzed (vs systematic literature searches) would be valuable for students. Projects focusing on researching communication strategies would fit well with a masters focusing on nutrition communication.

#### Program Response:

We agree with the PPR Peer Review report conclusion that our program does not prepare graduates to create and implement advanced original research that would give rise to publishable findings. As a master's level MRP program, it is not intended to do this. The reviewers note that it can be challenging to achieve this goal within a thesis-based masters program, let alone a program such as ours, in which a major research project is the capstone achievement for students in the three semester Option 2. We do not offer a thesis-based masters; however, it has been possible for some Option 2 (MRP) students to complete a small original research project within the 1-year program, many of which have led to publications.

To address the review team's recommendation, we revised our MHSc GDLEs to ensure that they accurately reflect the research-related potential and expectations associated with our accredited practicum and major research paper options. Our accredited practicum students are not required to complete original research to meet the professional competencies related to research. We ensure that they have opportunities to meet and exceed these research-related competencies through their coursework and practicum rotations.

#### YSGS Response:

While we support the strengthening of SRC elements within the NC program, we advise against making changes that potentially would compromise degree completion.

#### Implementation Plan:

Revise GDLEs

#### Follow up/Update:

We agree with the YSGS concern that strengthening the research component could create a barrier for program completion. In 2017, our GDLEs were revised and implemented to more accurately reflect the research-related expectations of both of our program options: Option 1 - accredited practicum (for which no original research is required) and Option 2 - MRP (for which original research may, or may not, be completed). The unique needs of our Option 2 students can best be met by ensuring that the MRP option can take many forms (e.g., completion of a practice-based project in conjunction with a community organization, an in-depth systematic review of a burgeoning area of practice, a comprehensive communication plan for a nutrition intervention, primary data collection and analysis, etc.) This flexibility is attractive to potential MRP applicants who want to complete a project that can be customized to meet their needs, interests and career goals and is a key recruitment strategy for this option.

### PPR Recommendation #4



**#4: Strengthen the funding base for the program. It is expensive to offer a program for individuals aiming to attain registered dietitian status. It appears that similar programs in Ontario are paying field preceptors for their services or entering into exclusive agreements. This program may be at a disadvantage in the future in attracting high quality preceptors.**

**In addition, a program focusing on Nutrition Communication must look at state of the art communication technologies, and these are expensive.**

**Finally, the current responsibilities of the Practicum Coordinator are not reasonable or feasible.**

**Additional funding to hire a second coordinator is probably warranted. We recognize that all of these suggestions would require external support.**

**Program Response:**

Ontario comparator programs (Brescia and U Guelph) recently started paying preceptors who supervise their students during the practical training portions of their programs. U Guelph is currently tripling enrolment in their accredited MAN program. This practice has already negatively impacted our program's ability to secure needed preceptors and will continue to do so. In some cases, our comparator programs have established exclusive affiliation agreements with some institutions. Given that there are four university programs engaged in practical training for future dietitians in Ontario (Ryerson, U Guelph, Brescia, U Ottawa (French)), we do not believe that it is appropriate or ethical to seek exclusive agreements with institutions to provide such training. Students from all programs deserve access to the high quality, specialized dietetic practice environments available in Ontario.

In the coming months, we will engage the Deans FCS and YSGS Associate Dean Grad Studies, FCS and UPO in discussions of the ways in which program funding might be altered to enable payments to preceptors. Since there are two other dietetic practical training programs at Ryerson (the PMDip Dietetics and the upcoming program for internationally educated dietitians) the impact on these programs will need to be considered.

In terms of ensuring access to state of the art communication technologies, we will continue to seek the support of the Dean FCS and Associate Dean Grad Studies, FCS regarding acquisition of equipment, as well as funding for the ongoing licensing and access fees associated with these technologies.

In the coming months, we will engage the Deans FCS and YSGS, Associate Dean Grad Studies, FCS and UPO staff in discussions concerning possibilities for addressing the current Practicum Coordinator workload issue. As we understand it, the issue is with classification of the position - the actual responsibilities of the position do not match the OPSEU classification. We believe that reclassification of the position would address this issue.

**YSGS Response:**

YSGS supports the effective and appropriate funding of all our graduate programming. We support efforts of NC to work with FCS towards these goals.

**Implementation Plan:**

1. Discuss options for paying preceptors
2. Examine technology needs
3. Submit PC position description for review

**Follow-up/Update:**

1. Our MHSc program practicum semesters are self-funded and short of increasing fees charged to students, there is no alternate source of funding through which payments to preceptors could be generated. Some of our Ontario ally programs charge students additional fees to pay preceptors. To maintain the advantageous affordability of our MHSc program, we prefer to add value to preceptors'

<p>experience by providing free educational and upgrading opportunities through our bi-annual newsletters, online forum, bi-annual education events, and through engagement of preceptors in courses. Preceptors' feedback on the effectiveness and value of these workshops is excellent. Expansion of our external partnerships for our PMDip Dietetics graduate program has opened up new access to hospital based preceptors for our MHSc students. We have also focused our efforts on development of ongoing relationships with both MHSc and PMDip graduates to develop new preceptor capacity. This strategy has been very successful.</p> <ol style="list-style-type: none"> <li>2. We examined our technology needs and found cost-effective sources of streaming video and other communication software that is routinely used in our courses.</li> <li>3. PC position description was reviewed and upgraded in 2018.</li> </ol>
<p><b>PPR Recommendation #5</b></p>
<p><b>#5: Aim for more scholarships for students in both options.</b></p>
<p><b>Program Response:</b></p> <p>We agree that students would benefit from the availability of additional scholarships. In the coming months, we will discuss the possibilities for expanding available scholarships with the Deans FCS and YSGS, Associate Dean Grad Studies, FCS, and the FCS Director of Development.</p>
<p><b>YSGS Response:</b></p> <p>YSGS supports the program response.</p>
<p><b>Implementation Plan:</b></p> <p>Contribute to efforts of Associate Dean, Graduate Programs and Special Initiatives to expand scholarships and awards</p>
<p><b>Follow-up/Update:</b></p> <ul style="list-style-type: none"> <li>• We contribute to Faculty-level efforts to increase the number of scholarships available to our students whenever possible.</li> <li>• We have identified several external awards for which our students are eligible and they have been highly successful in those competitions (e.g., the Elizabeth Feniak Award for Technical Writing, the Dietitians of Canada Graduate Awards, the RSU Career Development Awards).</li> <li>• Since the PPR, the process for OGS administration at Ryerson has changed and our students are now eligible for both Faculty and University level OGS awards. This change has been very advantageous for our students as the number of OGS recipients has grown steadily (1 OGS award in 2015; 6 OGS awards in 2019). In addition, our MHSc program was allotted one QEII Scholarship and one Ryerson Graduate Scholarship for 2019/20 in recognition of the high caliber of our students.</li> <li>• Lobbying for additional scholarships is an on-going activity.</li> </ul>
<p><b>PPR Recommendation #6</b></p>
<p><b>#6: Re-examine the responsibilities of the Practicum Coordinator.</b></p>
<p>See Recommendation #4 above.</p>
<p><b>PPR Recommendation #7</b></p>
<p><b>#7: Continue to provide preceptors with the support they need. As there is competition for preceptors from programs in Ontario the program needs to continue to monitor the situation and if possible, offer incentives to preceptors.</b></p>
<p>We remain committed to providing exceptional support to preceptors through the activities of our Developing Preceptor Excellence Committee. We currently offer bi-annual preceptor education events, web-based education resources, a bi-annual newsletter, open classroom events, and a process through</p>

<p>which preceptors can apply for Associate Member status in YSGS as incentives for preceptors who supervise practical training for our students.</p> <p>In terms of the recommendation to provide incentives (payments) to preceptors, see Recommendation 4) above.</p>
<p><b>YSGS Response:</b> YSGS supports the program response.</p>
<p><b>Implementation Plan:</b></p> <ol style="list-style-type: none"> <li>a) Continue preceptor education and training efforts.</li> <li>b) Examine preceptor incentives</li> </ol>
<p><b>Follow-up/Update:</b></p> <ul style="list-style-type: none"> <li>• We provide multiple opportunities for preceptors to participate in learning and skill development opportunities, including: fall and spring preceptor education days, access to YSGS Associate Member Status, bi-annual newsletters, creation of a searchable online database with examples of activities that enable students to meet professional competencies, engagement of preceptors in classroom activities and course planning. Annual letters of recognition are provided to participating preceptors for inclusion in their personnel files and annual reports to their organizations.</li> <li>• We have also determined that while there is strong competition for preceptor opportunities within the Toronto area, there is considerable untapped preceptor capacity outside the GTA/province. We have identified a niche market by recruiting students from outside the GTA/province and making a commitment to identify suitable practicum training opportunities for these students in their home regions. This saves these students considerable amounts of money as they do not have to live in Toronto during the practicum semesters (when they are engaged 40 hrs/week in practicum rotations and cannot work). This strategy has proven highly successful for us as we attract growing numbers of students from outside the GTA/province. This also enables us to draw on underutilized preceptor capacity at hospitals, health units and organizations outside the GTA/province.</li> <li>• We strive to create a culture of lifelong learning among our students and graduates. We foster long-term relationships with graduates to support their development as future preceptors for our students. In our experience, great preceptors are nurtured and supported through ongoing long-term mutually-beneficial relationship building. We look to our program graduates as future preceptors.</li> </ul>
<p><b>PPR Recommendation #8</b></p>
<p><b>#8: Continue to explore the feasibility of conducting an employer survey. We note the difficulty of such a survey, but it could give more insight into community and societal needs.</b></p>
<p><b>Program Response:</b> We will continue to explore ways in which an employer survey could be devised. Since there are confidentiality and privacy issues associated with conducting employer surveys at the individual program level, a provincial or national survey, conducted by Dietitians of Canada or the College of Dietitians of Ontario, might be more feasible and appropriate. We will investigate these possibilities.</p>
<p><b>YSGS Response:</b> YSGS supports the program response.</p>
<p><b>Implementation Plan:</b> Explore opportunities for national level employer survey with Dietitians of Canada.</p>
<p><b>Follow-up/Update:</b></p> <ul style="list-style-type: none"> <li>• While Dietitians of Canada expressed interest in development of an employer survey, funding required for this endeavor has not been available.</li> </ul>

- In July 2019, we initiated outreach to employers to examine the feasibility of various forms of feedback concerning the suitability of our program curriculum to their employee training needs in preparation for our upcoming accreditation review in 2020.

### PPR Recommendation #9

**#9: Consider what the students had to say about the program. These did not necessarily transfer into concrete recommendations, but these comments are important to consider nevertheless.**

- **course work not that difficult, but there is a lot of it**
- **the cases we work on are not that complex; we had more difficult cases in our undergraduate programs; more challenging cases are needed**
- **more content is needed in some courses and perhaps at a higher level**
- **at times, there is too much self-directedness and teaching themselves and other graduate students**
- **we would like more clinical courses; more needed before rotations on developing clinical skills**
- **if you did your undergraduate degree at Ryerson, some of the courses are exactly the same in the graduate program; need to differentiate more**
- **counseling work in courses was offered too early – too distant from actual placements**
- **offer an orientation before rotations start**
- **more focus on two way communication and team building needed (too much focus on writing reports and on giving presentations)**
- **the program is recommended, but it does have more potential**
- **the unpaid internship is a problem**
- **more scholarships are needed**
- **a better understanding is needed of why we are charged what we are for this program**

#### Program Response:

We place great value on students' feedback concerning our program. In the coming months, we will examine the following issues through faculty meeting discussions:

- a) difficulty of coursework
- b) total workload
- c) the suggestion re: adding clinical courses
- d) overlap between our BASc and MHSc curricula
- e) scheduling of counselling workshops
- f) ensuring a breadth of communication activities

Please note the following corrections:

- a) at the present time, there is no mechanism in Ontario, or Canada, that would enable dietetic interns to be paid
- b) students participate in orientations (at Ryerson and at each practicum location) prior to the practicum courses.
- c) Students reported that one course in the curriculum is "entirely self-directed" (p. 2, paragraph 2). We can only assume that this refers to NC 8205 Directed Studies, taken by Option 2 students only. Through this course, each Option 2 student works closely with their faculty supervisor to identify course deliverables and outcomes that will support completion of their MRPs. Students meet regularly with their faculty supervisor for guidance, obtain detailed feedback on submitted deliverables, and discuss their progress through mid and end of semester evaluations. A standardized course outline, which is augmented to meet each student's learning needs, is used to ensure that the course meets our expectations in terms of student-faculty interaction, level of learning, and GDLEs criteria.

**YSGS Response:**

YSGS supports the program response, and echoes the values placed on student feedback before, during, and after the PPR. We encourage the participation and engagement of our graduate students on governance issues through GPCs and Department/School councils.

**Implementation Plan:**

- a) Change NC8300 to graded
- b) Address other student suggestions

**Follow-up/Update:**

- a) NC8300 was changed to graded as of winter 2018
- b) Address other student suggestions:
  - i. Faculty meeting discussions concerning coursework difficulty and workload have resulted in revisions to course content and implementation of a flexible learning approach that empowers students to set their own due dates and deadlines.
  - ii. A successful application for funding has enabled us to revise the two practicum courses to align with a blended learning approach, which empowers students to set the place, pace, and time of their learning. These revised courses will be launched in spring/summer and fall 2020.
  - iii. The suggestion to include clinical courses would require a major revision of our program that would take away from the nutrition communication focus (see recommendation #1). To address students' anxiety about their readiness for clinical practicum rotations, we have implemented additional clinical refresher workshops in our pre-practicum orientation days that occur immediately before students start the practicum semesters. This strategy has helped to ease tension and apprehension about hospital-based placements.
  - iv. Additional counselling practice is also provided during the pre-practicum orientation days. This has allayed much student anxiety.
  - v. We have examined the MHSc curriculum to ensure that courses provide depth and breadth of experience in nutrition communication, ranging from completion of academically-oriented systematic literature reviews, to media skills training, to creating social media posts and more. Across the curriculum, students are engaged in a comprehensive array of nutrition communication tools, vehicles, media and strategies that enables them to compile portfolios that showcase a wide range of communication expertise.



Office of the Vice-Provost and Dean  
Yeates School of Graduate Studies

### 1 YEAR FOLLOW-UP REPORT

**Graduate Program: Communication and Culture (MA | PhD)**

Peer Review Team: **External Reviewers**

Dr. Brenda Austin-Smith, University of  
Manitoba

Dr. Darin Barney, McGill University

**Internal Reviewers**

Dr. Annie Bunting, York University

Dr. Kamal Al-Solaylee, Ryerson University

Site Visit: January 11-13, 2017

PRT Report: April 11, 2017

Program Response: May 18, 2017

YSGS Response: Oct 10, 2017

PPR Approved by Senate: May 29, 2018

1 Year Follow Up Report: Oct 15, 2019

As mandated by Ryerson Senate Policy 126: Periodic Program Review of Graduate and Undergraduate Programs<sup>1</sup>, within one year of Senate approval of the PPR, a 1 Year Follow-Up Report is to be submitted to the Faculty Dean or Dean of Record and the Vice-Provost and Dean, YSGS, on the progress of the implementation plan and any further recommendations. This follow-up report will be also be reviewed by Programs and Planning Committee, YSGS Council, and finally Senate. The PPR Report to Senate may also include a date(s) for subsequent Follow-up Reports.

What follows are the PRT recommendations, the program responses, YSGS responses, and the implementation plan, including the 1 year follow-up status reports by the program.

The recommendations are divided into two broad categories: academic and administrative/financial and for simplicity, all of this information is presented in the form of tables.

<sup>1</sup> <https://www.ryerson.ca/content/dam/senate/policies/pol126.pdf>

Communication and Culture Program; PPR Reviewer Recommendations - 1 yr Follow-up

#	Recommendation	Program and Institutional (YSGS and LAPS) Response	Lead and Proposed Action	Proposed Timeline	1 Year Follow-Up
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## Academic Recommendations

1	Clarify field description of "Technology in Practice".	<p><b>ComCult response:</b> Agreed, in addition to planned curricular evaluation and redesign of electives more widely.</p> <p><b>YSGS response:</b> YSGS supports the program-level response.</p> <p><b>LA&amp;PS response:</b> We are in favour of this clarity and feel that it may help make connections between changes at the undergraduate level and at the graduate level as well as make the program more appealing to applicants of a particular type. A review of other fields may also be useful at this time.</p>	<p>Executive of Communication and Culture Program</p> <p>Convene a committee to revise existing descriptions as well as clearly articulate research creation deliverables, expectations and guidelines for MA &amp; PhD. Work to be based on MA research creation guidelines and review of comparable programs externally.</p>	<p>S2018 Committee to be created.</p> <p>Fall 2018 Preliminary Report to ComCult Executive and discussion</p> <p>W2019 Changes to be adopted by ComCult Executive.</p>	<p>Discussed as an exec committee, determination made that key issue was to articulate PhD research creation option, understanding that confusion about "Technology in Practice" was largely situated in research creation projects.</p> <p>An ad hoc committee to develop Research-Creation Dissertation guidelines has been formed, chaired by Steve Bailey.</p> <p>Guidelines are expected to be reviewed and approved by the Executive Council and published on ComCult website in Winter 2020.</p>
2	Exec Council & Faculty should develop a strategy to address declining applications, especially to the MA, reflecting evolving identity, strengths and aspirations.	<p><b>ComCult response:</b> Agreed, existing efforts can be enhanced, and wider consultation with faculty would assist.</p> <p><b>YSGS response:</b> YSGS supports the program-level response. YSGS will also convene a discussion with the interdisciplinary Graduate Program Directors at Ryerson University to explore how it can support recruitment efforts.</p> <p><b>LA&amp;PS response:</b> We are in support of the development of a strategy to address declining applications in the Program. A review of "competitor programs" may be helpful in developing a response and strategy.</p>	<p>GPD</p> <ol style="list-style-type: none"> <li>Internal review/update of public facing communication assets, including websites and social media feeds.</li> <li>Discuss recruitment strategies with other interdisciplinary grad programs.</li> <li>Conduct targeted recruitment pilot project: GA/RA linked to specific faculty member to be advertised externally.</li> <li>Meet with faculty to discuss more targeted recruitment, work on setting up additional targeted recruitment programs next year and process going forward.</li> </ol>	<ol style="list-style-type: none"> <li>Communication assets: updated website and new social media strategy by W2019.</li> <li>Interdisciplinary grad program discussion by F2018.</li> <li>Targeted recruitment pilot project by Spring 2018.</li> </ol> <p>Meet with faculty to plan additional/future targeted recruitment by F2018.</p>	<p>Ryerson-side website has been completed updated.</p> <p>Recently initiated recruitment activities include webinars, a December Open House, attending grad fairs, and information sharing through networks of colleagues at other universities.</p> <p>Two targeted recruitment pilot projects matching specific PhD student profiles with faculty members, have been completed successfully, we will be encouraging all faculty to consider targeting grant money toward specific profiles as a way to attract strong, well supported students going forward.</p> <p>Overall, application numbers remain steady and quality of admitted students is high despite increased competition from</p>

Communication and Culture Program; PPR Reviewer Recommendations - 1 yr Follow-up

#	Recommendation	Program and Institutional (YSGS and LAPS) Response	Lead and Proposed Action	Proposed Timeline	1 Year Follow-Up
			<p>e. Review competitor programs offerings</p>		<p>many new programs in the space.</p>
3	<p>Convene a Joint "Task Force" with York and Ryerson officers to address structural barriers to fulsome participation in the program's supervision, service and teaching.</p>	<p><b>ComCult response:</b> Agreed, unreservedly. Systematic planning, with greater imperatives or incentives for interdisciplinary participation is urgent.</p> <p><b>YSGS response:</b> YSGS agrees that interdisciplinary programs, including ComCult, face challenges in securing faculty participation to meet their teaching, supervision, and service needs.</p> <p>YSGS notes that these issues have been formally recognized at Ryerson University. For example, the Senate Task Force on Interdisciplinary Programs released its final report in December 2013. The Provost's response to that report was issued in May 2015. Nonetheless, YSGS agrees that further action is needed, particularly given the unique challenges ComCult faces as a joint program with York University. YSGS notes that active efforts are ongoing to address challenges related to supervision, teaching, and service in interdisciplinary programs at Ryerson. YSGS supports a meeting between ComCult's GPDs and the responsible Associate Deans at both universities to discuss these issues.</p> <p><b>LA&amp;PS response:</b> There is general agreement that participation in joint programs needs review and renewal in a structured way. Other interdisciplinary programs within York review faculty participation on a regular basis and we recommend some sort of structured review on</p>	<p>GPD, with Dean's offices</p> <p>Convene meeting to discuss the recommendations of the peer review team. Also, there should be a regularized review of the participation of faculty in the programs and discussion of possible responses to these issues.</p>	<p>F2018, have held meeting to discuss next steps.</p>	<p>Targeted hiring to ComCult is underway- we are currently recruiting an RFA colleague jointly with the School of Professional Communication in FCAD, this colleague will split teaching and service with ComCult. We hope there may be additional hires and or cross-appointments of faculty to ComCult.</p> <p>GPD has undertaken meetings and presentations with department chairs and Deans in the effort to ensure commitment of faculty to ComCult, however, predictability and full support from all parts of the university remains an ongoing challenge, and this process- in particular loading ComCult courses- is labour and time intensive.</p>



Communication and Culture Program; PPR Reviewer Recommendations - 1 yr Follow-up

#	Recommendation	Program and Institutional (YSGS and LAPS) Response	Lead and Proposed Action	Proposed Timeline	1 Year Follow-Up
		<p>an ongoing basis to find out both why this is an issue as well as what the faculty believes would be productive responses to this issue.</p>			
4	<p>Increased diversity and equity in the curriculum and supervisory faculty membership, achieved by better employment of existing faculty, new faculty recruiting, crossF listing and other crossF appointments, including dedicated hiring for the grad program.</p>	<p><b>ComCult response:</b> Agreed, with first reparative steps underway, and new faculty recently appointed members of the program.</p> <p><b>YSGS response:</b> YSGS supports the program's efforts to appoint new faculty currently at York and Ryerson that address the identified areas of need. YSGS also acknowledges the arguments for an increased number of cross-appointed faculty, either through new faculty recruiting or the secondment of existing faculty. YSGS notes, however, that these appointments need to be considered in the context of departmental and faculty-level planning. The appointment of new faculty is outside of the purview of YSGS. Working with the interdisciplinary GPDs, YSGS will coordinate the development of a proposal for increased cross-appointments in Ryerson's interdisciplinary programs, including ComCult. This proposal will be presented to the Provost during the 2017F2018 academic year (Note: the proposal is currently with the Provost).</p> <p><b>LA&amp;PS response:</b> We are in support of this suggestion as well as the process outlined above.</p>	<p>Continue outreach efforts to bring supervisors and instructors into key roles in the program whose work represents key areas of EDI, in the underlined gaps of Black studies/critical race scholars and Indigenous methods scholars. Conduct informal evaluation of how representation of these key areas has evolved since PPR process 3 years on.</p>	<p>F2019: report on activities since PPR to ensure that program has added additional affiliated and active faculty that enhance EDI in the program, in particular in underlined areas of Indigenous methods and critical race/Black studies scholarship.</p>	<p>Colleagues in race/black studies have been either hired or recently affiliated with ComCult, in creative industries at Ryerson, Ryerson English as well as at York. York also recently recruited a tier ICRC in Black Studies who we hope will join ComCult once appointed.</p> <p>Whilst both York and Ryerson have recently hired scholars working in indigenous methods in various departments (FCAD at Ryerson, Fashion at Ryerson, Communications at York, Sociology at Ryerson etc.), not all are available to ComCult supervision and teaching at this point and certain colleagues working in indigenous methods who were highly active in ComCult have left Ryerson as well in the interim. In short, steps are being taken to provide options and faculty resources to support this objective, however, continued focus is required as is additional negotiation to ensure the active engagement of newly hired colleagues in these areas in ComCult. The program notes, in particular: that the involvement, time and attention of minority colleagues, indigenous colleagues above all, are highly in demand across campus by students and programs and that the increased numbers of colleagues in these profiles has been accompanied by great demand for their involvement. Targeted hires of these profiles with specific</p>

Communication and Culture Program; PPR Reviewer Recommendations - 1 yr Follow-up

#	Recommendation	Program and Institutional (YSGS and LAPS) Response	Lead and Proposed Action	Proposed Timeline	1 Year Follow-Up
					responsibilities to ComCult should be considered in the future.  Program commits to an informal evaluation of progress in this area in 2021 as promised in the original response.
5	Seminar on Grant Applications in Fall prior to deadlines.	<p><b>ComCult response:</b> Agreed, existing programming can be better communicated.</p> <p><b>YSGS response:</b> YSGS supports the program-level response on improving communications. YSGS also notes that ComCult has been actively supporting students with grant applications.</p> <p><b>LA&amp;PS response:</b> LA&amp;PS supports this desire to improve communication on this issue. The active support of student grant applications is important.</p>	<p>GPD</p> <p>Continue to hold and clearly communicate this workshop. Update of website/social media assets will help.</p>	Spring 2018 reflect on workshop process, plan F2018 workshops.	<p>Two joint SSHRC Doctoral workshops are held before the deadline in October</p> <p>Two SSHRC Masters workshops held before the deadline in December.</p>
6	Better advising on MA options and distinctions among MRP and Thesis choices	<p><b>ComCult response:</b> Agreed, with policy changes, deadline adjustments, and practical changes underway.</p> <p><b>YSGS response:</b> YSGS supports the program-level response.</p> <p><b>LA&amp;PS response:</b> We are in support of these changes.</p>	<p>GPD</p> <p>Revisit MA options as part of committee devoted to articulation of PhD research creation options.</p>	<p>S2018 Committee to be created.</p> <p>Fall 2018 Preliminary Report to ComCult Executive and discussion.</p> <p>W2019 Changes to be adopted by ComCult Executive.</p>	<p>The Ryerson-side website has been updated and now clarifies the various MA milestone options and expectations.</p> <p>This is now a more explicit focus in MA required courses.</p>
7	Library liaisons assigned to ComCult at both Ryerson and York should participate in a joint library orientation session.	<p><b>ComCult response:</b> Agreed.</p> <p><b>YSGS response:</b> YSGS supports the program-level response.</p> <p><b>LA&amp;PS response:</b> Agreed.</p>	<p>GPD</p> <p>Consider/plan joint library orientation session for F2018</p>	F2018, plan/conduct session or else plan/conduct feasible substitute event if not logistically possible for library staff.	Ryerson subject librarian participates in the completely updated orientation program.

Communication and Culture Program; PPR Reviewer Recommendations - 1 yr Follow-up

#	Recommendation	Program and Institutional (YSGS and LAPS) Response	Lead and Proposed Action	Proposed Timeline	1 Year Follow-Up

## Administrative and Financial Recommendations

	Recommendation	Program and Institutional (YSGS and LAPS) Response	Lead and Proposed Action	Proposed Timeline	1 Year Follow-Up
1	Program Review Site Visits should provide adequate time to prepare and deliberate collectively, preceding and following consultations.	<p><b>ComCult response:</b> Agreed, adding that advance consultation with the program may also be helpful.</p> <p>Further, the rarity of a joint, bicampus visit led to inadequate timing because of unavoidably duplicated meetings at both campuses.</p> <p><b>YSGS response:</b> YSGS supports the program-level response.</p> <p><b>LA&amp;PS response:</b> Agreed.</p>	<p>GPD and Associate Dean of YSGS</p> <p>Hold planning meeting with GPD and Dean's office to involve GPDs in planning for next PPR cycle, ensure schedule takes into account joint evaluation and lessons learned here.</p>	1 year prior to internal planning for PPR cycle, hold meeting to make sure schedule /process is set up to allow for full evaluation of joint program.	No action item prior to next PPR cycle, but noted.
2	Decanal and Provostial strategy at Ryerson to Ameliorate discrepancy in PhD financial support and GA opportunities.	<p><b>ComCult response:</b> Agreed, existing ad hoc planning is insufficient. Systematic changes in practices are urgent.</p> <p><b>YSGS response:</b> YSGS supports the principle of increasing student funding levels. However, YSGS also notes that the levels of financial support for ComCult students are consistent with norms at Ryerson University.</p> <p>Funding provided to the program through Ryerson Graduate Fellowships (RGFs) is consistent with that provided to other interdisciplinary programs at Ryerson. YSGS notes that most GA positions are controlled by departments and other faculties at Ryerson. YSGS also notes that it does provide financial</p>	<p>GPD</p> <p>As above:</p> <p>Conduct targeted recruitment pilot project: GA/RA linked to specific faculty member to be advertised externally.</p> <p>Meet with faculty to discuss more targeted recruitment, work on setting up additional targeted recruitment programs next year and process going forward.</p> <p>In addition:</p> <p>Work with departments and schools to earmark GA/lectureship opportunities for</p>	<p>A. Targeted recruitment pilot project by Spring 2018.</p> <p>B. Meet with faculty to plan additional/future targeted recruitment by F2018.</p> <p>C. Find slates of earmarked GA positions by recruitment for F2020 class.</p>	Significant investment in additional grad support at Ryerson through the RGS scholarship program launched for 2019-20 academic year. ComCult Ryerson students have more funding now than at time of PPR.

Communication and Culture Program; PPR Reviewer Recommendations - 1 yr Follow-up

#	Recommendation	Program and Institutional (YSGS and LAPS) Response	Lead and Proposed Action	Proposed Timeline	1 Year Follow-Up
		<p>support for interdisciplinary GAs, including for ComCult. YSGS also encourages the program to explore increases to other sources of funding, including external scholarships and stipends from faculty supervisors.</p> <p><b>LA&amp;PS response:</b> We are in general supportive of strong funding packages for graduate students but note that our financial support is largely determined by the CUPE 3903 collective agreement. There are other scholarships which are available to students on a competitive basis which may improve their funding.</p>	ComCult students.		
3	<p>Joint institutional strategy for Cluster-hires in areas of Communication and culture, dedicated service to ComCult.</p>	<p><b>ComCult response:</b> Agreed. We are willing and eager to coordinate with departments and faculties.</p> <p><b>YSGS response:</b> As noted above, the appointment of new faculty is outside of the purview of YSGS. YSGS also notes that, given the institutional differences in structures between York and Ryerson, it may not be practical to pursue a joint strategy on hiring. YSGS would be prepared to discuss these issues in a meeting between ComCult's GPDs and the responsible Associate Deans at both universities. YSGS will, however, coordinate the development of a proposal for increased cross-appointments in Ryerson's interdisciplinary programs, including ComCult. This proposal will be presented to the Provost during the 2017-2018 academic year (Note: the proposal is currently with the Provost).</p> <p><b>LA&amp;PS response:</b> The issue of joint hires is outside of the purview of the Dean's Office however we would argue that the program could try to work creatively in terms of</p>	<p>GPD</p> <p>Follow up with YSGS on progress of this initiative.</p>	<p>Meeting to be held in F2018 on progress of this initiative and its implications for the faculty hiring going forward.</p>	<p>A cross-appointment hire with the School of Professional Communication (in FCAD) is currently in process. A new hire is expected to start Winter 2020.</p>

Communication and Culture Program; PPR Reviewer Recommendations - 1 yr Follow-up

#	Recommendation	Program and Institutional (YSGS and LAPS) Response	Lead and Proposed Action	Proposed Timeline	1 Year Follow-Up
		strategically planning hires at each institution to address the perceived needs of each institution as well as the graduate program			
4	Maintain staffing levels, with additional support at peak times.	<p><b>ComCult response:</b> Agreed.</p> <p><b>YSGS response:</b> YSGS notes that ComCult has a full-time Graduate Program Administrator. Staffing levels are consistent with the norms at Ryerson University. YSGS will continue to monitor whether staffing levels are appropriate and will consider well-substantiated proposals from the program for any adjustments.</p> <p><b>LA&amp;PS response:</b> The staffing for the program is in accordance with faculty wide practices. Should a situation arise where more staffing is required a request can be made to LA&amp;PS's Executive Officer to address the issue.</p>	<p>GPD</p> <p>Hold meeting with YSGS to discuss monitoring of ComCult staffing levels.</p>	<p>Spring 2019 hold meeting to discuss ComCult staffing levels.</p>	<p>GPD will meet with new Dean of YSGS upon appointment to review comcult operations and support, including staffing level.</p>
5	Ryerson Provost should renovate 111 Gerrard as a Dedicated Program space at Ryerson.	<p><b>ComCult response:</b> Agreed, or a similar initiative. This is an urgent concern, and an embarrassment for doctoral recruitment, a detriment to retention.</p> <p><b>YSGS response:</b> YSGS notes that 111 Gerrard was recently renovated. ComCult students do currently have access to the facility, including a large open area, 4 offices (each with 2 desks) assigned to ComCult PhD students, and a kitchen. The space at 111 Gerrard is also available to the students of other interdisciplinary programs. YSGS notes that ComCult students also have access to study space in the Student Learning Centre (SLC).</p>	<p>GPD-YSGS</p> <p>Continue working to find additional dedicated space for ComCult, understanding that: a) Lack of space undermines our recruitment pitches b) Since the PPR the ComCult lounge on the 3<sup>rd</sup> floor of the RCC was repurposed as RTA offices, meaning there is less workspace now than when the review underlined a lack of space at Ryerson as a major issue c) The future of 111 Gerrard is, at present, unclear.</p> <p>Hold meeting to confirm the future of the 111 Gerrard building and space and its</p>	<p>F2018. Hold meeting to discuss ComCult space, including 111 Gerrard Street, Toronto.</p>	<p>New dedicated interdisciplinary space in the Daphne Cockwell Health Sciences Complex 288 Church Street is expected to open by Winter 2020.</p> <p>Students are also using The Catalyst at FCAD and the grad spaces in the SLC.</p> <p>111 Gerrard Street continues to have office space for some ComCult PhD students on a first-come-first-served basis.</p> <p>Since PPR, work-space ComCult students on Ryerson campus has shifted from a weakness to a strength of our support for</p>

Communication and Culture Program; PPR Reviewer Recommendations - 1 yr Follow-up

#	Recommendation	Program and Institutional (YSGS and LAPS) Response	Lead and Proposed Action	Proposed Timeline	1 Year Follow-Up
			implications on ComCult student work space.		the program, this was a major improvement.



Office of the Vice-Provost and Dean  
Yeates School of Graduate Studies

### 1 YEAR FOLLOW-UP REPORT

**Graduate Program: Literatures of Modernity (MA)**

Peer Review Team: Dr. Heather Murray, (University of Toronto)  
Dr. Stephen Powell, (Concordia/UofGuelph)  
Dr. Jeremy Shtern, (Ryerson)

Site Visit: May 28 and 29, 2018

PRT Report: June 27, 2018

Program Response: July 31, 2018

YSGS Response: Sept 11, 2018

PPR Approved by Senate: Nov 6, 2018

1 Year Follow Up Report: Oct 17, 2019

As mandated by Ryerson Senate Policy 126: Periodic Program Review of Graduate and Undergraduate Programs<sup>1</sup>, within one year of Senate approval of the PPR, a 1 Year Follow-Up Report is to be submitted to the Faculty Dean or Dean of Record and the Vice-Provost and Dean, YSGS, on the progress of the implementation plan and any further recommendations. This follow-up report will be also be reviewed by Programs and Planning Committee, YSGS Council, and finally Senate. The PPR Report to Senate may also include a date(s) for subsequent Follow-up Reports.

What follows are the PRT recommendations, the program responses, YSGS responses, and the implementation plan, including the 1 year follow-up status reports by the program.

The recommendations are divided into two broad categories: academic and administrative/financial and for simplicity, all of this information is presented in the form of tables.

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<sup>1</sup> <https://www.ryerson.ca/content/dam/senate/policies/pol126.pdf>

Implementation Plan

Academic Recommendations

Recommendation	Program Response	YSGS Response	Proposed Action Responsibility to Lead Follow Up Timeline for Addressing Recommendation	1 Year Follow Up
<p>Continue to sharpen, and more effectively communicate, the program identity and focus on “modernity”.</p>	<p>Agreement. LitMod will discuss ways to better define the meaning of “modernity,” and the title of the program. Discussions will be held in both the GPC and the Department of English during the 2018-2019 academic year.</p>	<p>YSGS supports the program response.</p>	<p>Discuss ways to better define meaning of “modernity,” and title of program. A stronger definition will be added to the website.</p> <p>GPC and Department of English</p> <p>2018-19; in particular, the issue will be raised at the first Graduate Council meeting on November 13, 2018.</p>	<p>At the Department of English retreat held on May 16, 2019, faculty in attendance unanimously agreed to change the name of our MA program from “Literatures of Modernity” to “English (MA).” The decision was based on the ongoing queries expressed by faculty and students about the broad meanings of the term “modernity,” and whether such a focus was serving our program and attracting students as best as it could. In choosing the more general title of “English (MA),” faculty were guided by the fact that all other Ryerson graduate programs are titled accordingly, as in “Criminology and Social Justice (MA),” “Fashion (MA),” “Philosophy (MA),” and so on. While the vote at the May retreat was informal, the topic of the name change is the main item on the agenda at our first Grad Council of the 2019-2020 year, to be held on Tuesday, Oct. 22. Having had the summer to reflect on the issue, we will have a final discussion before faculty, along with our two student Council Representatives, cast their formal votes.</p>



Recommendation	Program Response	YSGS Response	Proposed Action Responsibility to Lead Follow Up Timeline for Addressing Recommendation	1 Year Follow Up
<p>Stream-line the Foundations course to function more specifically as a gateway course to the field of modernity/modernities studies.</p>	<p>Ongoing. LitMod has been working to address issues related to the Foundations course and will continue to discuss further restructuring during the 2018-2019 academic year. The GPD will lead these discussions in the GPC.</p>	<p>YSGS supports the program response. YSGS notes that any changes to the course description would be considered a Category 1 minor program modification under Policy 127. YSGS will support the program as needed for any curriculum modifications, per Policy 127.</p>	<p>The GPD has already enhanced the focus on theorizing modernity in the fall 2018 Foundations course via lecture material and final term project on “modernity key words.”</p> <p>GPC and GPD</p> <p>In winter 2019, the GPC will discuss the GPD’s fall 2018 lectures and assignments related to strengthening the focus on modernity.</p>	<p>As indicated in the Proposed Action response, the GPD had already enhanced the focus on theorizing modernity in the fall 2018 Foundations course via lecture material and final term project on “modernity key words.” In addition to continuing to enhance this lecture material, for the fall 2019 course the GPD re-introduced a conference-style paper centred on a topic related to modernity as a final assignment. Such a strategy not only enhances the thematic of modernity, but also contributes to the professionalizing of the students, for they will complete the course with a paper ready to be presented at a scholarly conference—conference preparation is a module of the course. Should the department vote to change the name of the program, Foundations will need to be revised accordingly, a task that will be undertaken by the GPD and GPC.</p>

<p>Raise the minimum admission GPA to B+ in final two years of an undergraduate program.</p>	<p>To be considered based on the availability of guaranteed secure funding from the Administration. This issue will be discussed in the GPC and a recommendation will be developed. Pending the outcome of those discussions, the GPD will submit any potential admission GPA change to YSGS by Feb 2019 for implementation by Fall 2020 (if needed).</p>	<p>YSGS supports the program response to evaluate its admission criteria. YSGS notes that any changes to the admission requirements would be considered a Category 3 minor program modification under Policy 127. YSGS will support the program as needed for any changes to the requirements, per Policy 127.</p> <p>YSGS also notes that centrally allocated graduate scholarship funding is derived from our Provincial government grant allocation that is based on eligible FTE enrolments. Making target at the program, Faculty, and university levels is the pathway to stability in funding.</p> <p>It is not currently possible for YSGS to guarantee funding as it is subject to annual budgetary decisions that are outside its purview. Funding guarantees do not reconcile with the government's funding model or the annual budget process of the university. YSGS, however, continues to advocate for strong central support for graduate student funding.</p> <p>YSGS also encourages the</p>	<p>GPC to discuss and Recommend. The GPC began discussing the issue at the first GPC meeting of the year (September 2018), and initial desires to see the average GPA increase to a B+ were tempered with concerns related to the lack of guaranteed funding to secure higher-caliber students.</p> <p>GPC and GPC</p> <p>Pending outcome of ongoing discussions, submit admission GPA change to YSGS by Feb 2019 for implementation by Fall 2020.</p>	<p>Given that YSGS is not in the position to guarantee increased funding to the program, the GPC decided not to proceed with increasing the average GPA to a B+.</p>
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Recommendation	Program Response	YSGS Response	Proposed Action Responsibility to Lead Follow Up Timeline for Addressing Recommendation	1 Year Follow Up
<p>Improve TA training available to LitMod students; add a TA coordinator role.</p>	<p>Agreement. LitMod is committed to improving its TA training. In 2018-2019, the GPD will work with the Department Chair and the current TA coordinator to explore expanding the duties of the TA coordinator throughout the year.</p>	<p>YSGS supports the program response.</p>	<p>Expand duties of a dedicated TA coordinator throughout the year</p> <p>GPD and Chair, TA Workshop Coordinator</p> <p>The issue is on the GPD’s agenda for the October 23, 2018 GPC meeting, and discussions will be ongoing throughout 2018-2019.</p>	<p>Beginning in the fall 2018, the Department expanded the duties of dedicated TA coordinators. Specifically, our program hires a team of TAs for our two gateway courses, ENG 110 (fall) and ENG 208 (winter). The faculty members teaching the respective courses (typically two each term) serve as the designated coordinators of their TAs—approximately eight in the fall, six in the winter. In this capacity, the faculty meet with their TAs for one hour each week to go over tutorial preparation, grading assignments, and any course business as it arises. Moreover, the TA coordinators now evaluate each of their TAs by visiting their classes once per semester and providing personal and written feedback on their performance in the classroom and their engagement with students. These duties enhance the three-hour required TA training session led by the TA coordinators held at our annual Orientation in August, and repeated at the start of the winter term.</p>

Recommendation	Program Response	YSGS Response	Proposed Action Responsibility to Lead Follow Up Timeline for Addressing Recommendation	1 Year Follow Up
<p>Expand instruction in the teaching of writing either through enhanced TA training or in a dedicated course/module.</p>	<p>Agreement. LitMod will work to increase workshops offered through Learning and Teaching Office (LTO), and discuss options for a “teaching writing” module/course. This will be discussed in the program’s GPC and the GPD will liaise with the Department Chair and representatives from the LTO, Career Centre, and YSGS.</p>	<p>YSGS supports the program response. An Associate Dean from YSGS, either for Students or Programs, will participate in any consultations as needed.</p>	<p>Increase workshops offered through Learning and Teaching Office (LTO), and discuss options for “teaching writing” modules/course</p> <p>GPC, GPD, Department Chair, LTO, Career Centre, YSGS.</p> <p>The issue is on the GPD’s agenda for the October 23, 2018 GPC meeting, and discussions will be ongoing throughout 2018-2019.</p>	<p>Beginning in fall 2018, and ongoing, the Department has increased its engagement with the Learning and Teaching Office (LTO). For instance, the GPD invited Curtis Maloley, Educational Developer with the LTO, to attend our Orientation on August 25, 2019. Curtis introduced the students to the diverse Teaching Assistant and Graduate Assistant Programs offered by the LTO, including a TA/GA Orientation, a Workshop Series, the Graduate Teaching Development Program, and the TA/GA Awards Program (<a href="https://www.ryerson.ca/learning-teaching/ta-ga/">https://www.ryerson.ca/learning-teaching/ta-ga/</a>). Our students are regularly encouraged to attend these training programs. Over the past year, the GPC discussed the creation of a dedicated course/module on the topic of “teaching writing.” However, given that we are a literature (and not a professional writing) program; given that we are a one-year MA program with limited course time in the fall and winter; and given the plethora of TA training options available through the LTO, the GPC decided not to proceed with a “teaching writing” offering.</p>

Recommendation	Program Response	YSGS Response	Proposed Action Responsibility to Lead Follow Up Timeline for Addressing Recommendation	1 Year Follow Up
Provide and post brief course descriptions and/or draft syllabi for both Fall and Winter courses at the time of Fall enrollment for better informed course choices.	Agreement. LitMod will implement this recommendation beginning in the Fall 2018 semester.	YSGS supports the program response.	Implementation beginning Fall 2018  GPD and GPA  2018-19	The program implemented this recommendation beginning fall 2018.
Consider in hiring plans the addition of a specialist in early literatures with a focus on the transition from medieval to renaissance.	To be considered. The GPD will discuss this recommendation with the Department Chair and the DHC during the 2018-2019 academic year.	YSGS supports the program response. YSGS further notes that any appointments need to be considered in the context of departmental- and faculty-level planning. The appointment of new faculty is outside of the purview of YSGS. YSGS also urges the program to consult with the Dean of Arts on this recommendation.	Discussion with Department Chair and DHC regarding new areas of hire  GPD, Chair, and DHC  2018-19	Based on pressing departmental needs driven by student interest and faculty departures, the DHC made hires in 2018-2019 in the areas of Victorian Transnationalism and Queer and Gender Studies. The DHC will be interviewing for a position in Indigenous Studies over the 2019-2020 year.

Administrative and Financial Recommendations

Recommendation	Program Response	YSGS Response	Proposed Action Responsibility to Lead Follow Up	1 Year Follow Up
Restructure funding and awards information (internal and external) on the department website for prospective students.	Agreement. LitMod will undertake a website overhaul, including funding and awards, during the 2018-2019 academic year. This will be discussed in the GPC and lead by the Department Website Committee.	YSGS supports the program response.	Website overhaul including funding and awards  GPC and Department Website Committee  2018-19	The Department is in the final stages of migrating content to a new website, to be completed fall 2019. The new site includes a more dedicated section to all facets of the MA program.
Create a sustainability plan that prepares for offering the program – including funding and experiential learning – in the event that there are gaps or departures in faculty SSHRC projects.	Agreement. The GPD will discuss this issue with the Department Chair, and engage in dialogue with the Offices of the Dean of Arts and YSGS. This will be completed during the 2018-2019 academic year.	YSGS supports the program response. The Associate Dean, Programs in YSGS will participate in any discussions with LitMod and/or the Faculty of Arts on this issue if needed.	GPD will discuss with Department Chair, and in dialogue with the Offices of the Dean of Arts and YSGS  GPD and Department Chair, YSGS and Dean of Arts  2018-19; the GPD and Department Chair will discuss the issue fall 2018; and consult with the Dean of Arts/YSGS by winter 2019.	The Chair of the Department has confirmed that discretionary funds, available through our BIP, can be used to cover any unexpected shortfalls in funding.

Recommendation	Program Response	YSGS Response	Proposed Action Responsibility to Lead Follow Up	1 Year Follow Up
<p>Update the program’s outcomes to more explicitly address its existing commitment to urban engagement (i.e., the program’s engagement with its urban locale outside the university through various partnerships with presses, publications, and advocacy organizations is commendable but needs to be better recognized in its outcomes).</p>	<p>Agreement. This will be implemented by the GPC for the Fall 2018 semester.</p>	<p>YSGS supports the program response. YSGS encourages LitMod to consult with the Curriculum Development Consultants in the Office of the Vice Provost Academic if any updates to the program’s learning outcomes are made.</p>	<p>Implementation for Fall 2018  GPC  Fall 2018</p>	<p>Additional reference to urban engagement was added to the PPR on September 24, 2018.</p>