

SENATE MEETING AGENDA

TUESDAY, OCTOBER 6, 2020

SENATE MEETING AGENDA

Tuesday, October 6, 2020

Via ZOOM Video Conferencing

5:00 p.m. Senate Meeting starts

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 October 6, 2020 meeting.*

4. Announcements

- Pages 1-10
5. Minutes of the Previous Meeting
Motion: *That Senate approve the minutes of the June 2, 2020 meeting.*

6. Matters Arising from the Minutes

7. Correspondence

- Pages 11-28
8. **Reports**
 - 8.1 **Report of the President**
 - 8.1.1 President's Update

-
- Pages 29-34
- 8.2 **Communications Report**
-

8.3 **Report of the Secretary**
8.3.1 Committee Updates

Pages 35-73

8.4 **Committee Reports**
8.4.1 **Report #F2020-1 of the Academic Standards Committee (ASC): K. MacKay**

Pages 35-37

8.4.1.1. Addition of a new standing variation for all undergraduate Engineering programs in the Faculty of Engineering and Architectural Science

Motion: *That Senate approve the addition of a new standing variation for all undergraduate Engineering programs in the Faculty of Engineering and Architectural Science.*

Pages 37-45

8.4.1.2. Universities of Canada-Egypt curriculum proposal – Faculty of Engineering and Architectural Science – Mechanical Engineering

Motion: *That Senate approve the Universities of Canada-Egypt curriculum proposal – Faculty of Engineering and Architectural Science – Mechanical Engineering.*

Pages 45-55

8.4.1.3. Introduction of optional undergraduate co-op programs in the Faculty of Arts, commencing with English, History, Sociology, and Politics and Governance

Motion: *That Senate approve the introduction of optional undergraduate co-op programs in the Faculty of Arts, commencing with English, History, Sociology, and Politics and Governance.*

Pages 55-58

8.4.1.4. Revisions to the work term schedule in the School of Business Management – Marketing management co-op program

Motion: *That Senate approve revisions to the work term schedule in the School of Business Management – Marketing Management co-op program.*

Pages 58-72

8.4.1.5. Reduction from 41 to 40, in the total number of courses required for the Bachelor of Commerce in Business Management (all majors) degree program.

Motion: *That Senate approve the reduction from 41 to 40, in the total number of courses required for the Bachelor of Commerce in Business Management (all majors) degree program.*

Page 72

8.4.1.6. For information: Change in administrative home for the new Professional Music program, from Creative Industries to the RTA School of Media.

Pages 74-104

8.4.2 Report #F2020-1 of the Academic Governance and Policy Committee (AGPC): S. Zolfaghari

8.4.2.1. Interim Provost's Update

Pages 75-104

8.4.2.2. Revised Chemical Engineering Department Council Bylaws

Motion: *That Senate approve the revised Chemical Engineering Department Council Bylaws.*

Pages 105-106

8.4.3 Report #F2020-1 of the Senate Priorities Committee (SPC):
M. Lachemi

Page 106

8.4.3.1. Endorse the action taken on July 22, 2020 by the Senate Priorities Committee (SPC) acting on behalf of Senate, to amend Policy 48 by adding new phrasing to item #1 and item #3 and to approve a variation to Policy 48 as permitted by clauses 1 and 3 to permit SSH102 to run up

to a 16 week format in the Fall 2020 term commencing prior to Labour Day.

Motion: *That Senate approve the amendment to Policy 48 by adding new phrasing to item #1 and item #3.*

Motion: *That Senate approve a variation to Policy 48 as permitted by clauses 1 and 3 to permit SSH102 to run up to a 16-week format in Fall 2020 term commencing prior to Labour Day.*

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

SENATE MINUTES OF MEETING			
Tuesday, June 2, 2020			
Via Zoom Video Conference			
MEMBERS PRESENT:			
EX-OFFICIO:	FACULTY:		STUDENTS:
L. Barnoff	R. Adams	S. Sabatinos	M. Arif
M. Benarroch	D. Androutsos	I. Sakinofsky	Z. Bokhari
D. Brown	A. Bailey	M. Tiessen	S. Donato-Woodger
D. Cramb	S. Benvie	J. Tiessen	H. Elsayed
G. Craney	T. Burke	M. Vahabi	M. Moghaddas
T. Duever	D. Checkland	N. Walton	K. Nguyen
C. Falzon	K. Dermody	A. Yazdani	K. Park
C. Hack	M. Dionne		V. Prevost
G. Hepburn	A. El-Rabbany		J. Spagnuolo
M. Lachemi	A. Ferworn		
S. Liss	N. George		
K. MacKay	M. Green		
J. McMillen	R. Hudyma		
I. Mishkel	E. Ignagni		EX-OFFICIO STUDENTS:
D. O'Neil Green	L. Lavallée		J. Rodriguez
C. Searcy	A. McWilliams		S. Sanith
C. Shepstone	A. Miransky		
P. Sugiman	P. Moore		
D. Taras	J. Neil		
D. Young	R. Noble		
S. Zolfaghari	H. Rollwagen		
SENATE ASSOCIATES:			ALUMNI:
A. M. Brinsmead			N. Di Cuia
J. Dallaire			S. Rattan
M. Zouri			
REGRETS:		ABSENT:	
C. Bradish		R. Meldrum	
R. Kucheran		D. Bitondo	S. Rakhmayil
		O. Karp	D. Salman
		J. Kewal	H. Shahid
		K. Kumar	

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 June 2nd, 2020 meeting.*

A. McWilliams moved; N. George seconded

Motion Approved.

4. Announcements - None
5. Minutes of the Previous Meeting

Motion: *That Senate approve the minutes of the May 5th, 2020 meeting.*

A. McWilliams moved; S. Zolfaghari 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) Thank you to Senators and the Ryerson community for their support throughout the year and we wish you the best during this difficult period of the COVID-19 Pandemic and for the balance of the year.
- 2) Issue of having Special Constables on campus:

- With the distressing situation in the United States and incidents close to home, we have been hearing from some Ryerson community members about concerns with special constables;
 - Acknowledged that each individual's lived experience informs their perspectives of safety and security on campus. He understands that some people feel more secure with increased presence of uniformed personnel, and others feel differently. The university's goal has always been to implement a community safety model that recognizes these realities and lived experiences;
 - Believes Ryerson can and should be a leader for a holistic model of community safety;
 - Our security staff have been building strong relationships with social service agencies providing community members with the connections and support services they need; however, the reality for us is that we are experiencing serious challenges on our campus that are beyond the scope of our current safety and security team, such as assaults and incidents involving a weapon;
 - The next steps we will undertake as we work towards developing a uniquely Ryerson approach to safety and wellbeing on our campus.
 - Ryerson will be striking a working group (including stakeholders from RFA, RSU, and CESAR who are encouraged to provide a representative on this group) to hold further consultations with students, faculty, and staff to discuss how we can develop a safety and security model that works for the Ryerson community. I encourage all of you to take part. They will report back to senior administration with their recommendations.
 - We will update the community with the membership of the working group and next steps shortly; As always, we will continue to listen to our community.
- 3) Congratulations to Saeed Zolfaghari, Vice-Provost Faculty Affairs, on his new role as Interim Provost and Vice-President Academic, starting June 1, 2020.
 - 4) This was the last meeting for Michael Benarroch, Provost and Vice-President Academic, and thanked him for his leadership, sound advice and commitment in finalizing the Academic Plan, among other major initiatives, and recently responding to challenges of dealing with the COVID-19 pandemic situation for our students, staff and faculty. President Lachemi presented a Certificate of Recognition to M. Benarroch.
 - 5) Fall 2020 term update: Planning continues for Fall term and the eventual return to campus. We are also waiting for advice from the Federal, Provincial and the City of Toronto. The majority of courses will be online. Activities on campus will be allowed as Public Health guidelines permit. Students' Services continue to offer a variety of services to students.

University Planning Office under the leadership of G. Craney, is leading the Scenario Planning exercise. They are receiving information from all Faculties on the necessary steps for preparing the campus for reopening, and will share more details in the coming weeks.

- 6) Graduation Ceremonies: Students are asking about ways to celebrate graduation. There will be a celebration on June 30, 2020. This will start with a half-hour live event and continuing with other online events, consisting of Faculties and alumni organization. Marci Ilen, TV host and Ryerson Alumna, will host this live celebration. More information will be forthcoming and we hope it will be exceptional for students, and their families and friends.
- 7) Inspiring Actions:
As of May 1, we have been finding out power together. Supplies of 1,000 lbs of PPE have been donated to Northern Indigenous communities. More than 60 volunteers from the School of Fashion continue to sew thousands of face masks for delivery to St. Michael's Hospital. Food Services is offering students with boxes of fresh fruits and vegetables to help alleviate the financial, emotional and psychological plights of students.

In April, the Ted Rogers School of Management student society board voted to donate \$100,000.00 to the TRSM COVID-19 Student Emergency fund. The faculty offered \$450 to 2,000 students in need. Thanks to the leadership of the dean and the support from TRSM.

Video Presentation:

The presentation highlighted Ryerson's response to COVID-19. President Lachemi thanked the Marketing and Creative Services team for compiling this video.

Questions/Answers/Comments:

- C. Appreciate that the university is holding consultations, but the community is not in favour of the agreement that has already been made for special constables on campus. They are a part of the problem. For a long time the Black community has been having conversations around police brutality. We need to focus on things that will stop this perpetuation of anti-Black racism.
- Suggestions of what we can do to support Black students, staff and community:
- the immediate termination of provisions for special constables at Ryerson;
 - the hiring of trained social workers and nurses to assist Ryerson security in supporting community safety;
 - oversight and transparency regarding complaints made against Ryerson security;
 - thorough crisis intervention, de-escalation, mental health, first aid, harm reduction, anti-oppression and anti-racism training for assisting Ryerson security;
 - a transition strategy for alternatives to uniformed security on campus and;
 - forums where Ryerson members and members of the public can discuss a transition, strategy and its implementations where they can ask questions and provide feedback.

- A. President Lachemi responded that he understood the concerns and stressed the importance of the wellbeing of everyone on campus. We have not signed any agreement with the Toronto Police Board. It has to be well balanced to provide safety and security to everyone. He asked the RSU and CESAR presidents to designate someone to be part of the Working Group on this matter.
- C. Reference to the May 14 memo to faculty regarding the Fall term. Some people came away with different interpretations of what was said. Wonder if there should be something universal that should come from the top down of the university to clarify this so faculty and students know how to prepare.
- A. President Lachemi – Yes, we will provide communication. It is not just top down communication but with a cross-section. M. Benarroch will be talking with Deans, who are in discussion with Chairs/Directors as to how to move forward. We are giving people some time and the Planning Office is gathering information, completing their findings and will get back to the community.
- C. Echo comments regarding Special Constables on campus. Have seen extreme police brutality from living in Regent Park. Recommends others who can be involved in the Working Group, e.g. Indigenous peace-keeping communities.
- A. President Lachemi commented that he welcomes suggestions and we also want to provide safety for faculty, staff and students on campus, especially in the evenings. He has received complaints from faculty, especially female faculty who have been assaulted by people from outside the community. We have had break-ins on campus and the safety of everyone on campus is our priority.

8.2 Communications Report

Included in the agenda

8.3 Report of the Secretary

- 8.3.1 Vice-Chair of Senate Election results. The Secretary reported that L. Lavallée was elected Vice-Chair of Senate. She welcomed L. Lavallée and thanked A. McWilliams for his assistance on Senate as Vice Chair over the past two years.

President Lachemi congratulated L. Lavallée on her new role. He thanked outgoing Vice-Chair, A. McWilliams, on behalf of Senate, for his leadership and commitment and presented him with a Certificate of Recognition.

- 8.3.2 Standing Committees of Senate: SPC and AGPC membership lists were finalized

8.4 Committee Reports

- 8.4.1 Report #W2020-5 of the Academic Standards Committee (ASC): K. MacKay

8.4.1.1. Periodic Program Review for Retail Management – Ted Rogers School of Management

Motion: *That Senate approve the Periodic Program Review for Retail Management – Ted Rogers School of Management.*

K. MacKay moved; A. Ferworn seconded.

Motion Approved.

8.4.1.2. Addition of “Honours” to the Bachelor of Commerce – Retail Management degree designation – Ted Rogers School of Management

Motion: *That Senate approve the addition of “Honours” to the Bachelor of Commerce – Retail Management degree designation – Ted Rogers School of Management.*

K. MacKay moved; A. Ferworn seconded

Motion Approved.

8.4.1.3. Universities of Canada – Egypt curriculum proposal – Faculty of Engineering and Architectural Science

Motion: *That Senate approve the Universities of Canada-Egypt curriculum proposal – Faculty of Engineering and Architectural Science.*

K. MacKay moved; A. El-Rabbany seconded

This will commence in Fall 2021.

Questions/Answers/Comments:

- Q.** Referred to page 42 of the agenda regarding the ways in which the program would be subject to Ryerson’s policies - “All employees will be subject to local cultural norms and values as well as Egyptian Employment Law.” What exactly does that mean? Could they be disciplined, fired or removed. This country’s governments have put people in jail for years, including their President. What would happen if a faculty member violates their laws?
- A.** Employees at that institution are from the Universities of Canada-Egypt (UCE) not from Ryerson. They are hired by UCE, not Ryerson, so there will not be a problem.
- A.** The values of the teaching and academic delivery of the programming is Ryerson values and are protected and enshrined in their contract and the constitution that has the acts that allow us to do that. There are also all sorts of checks and balances that if that were questioned or jeopardized, we can cancel the contract.
- C.** Regarding cultural norms – they are teaching our students, so local norms may not be accepted by LGBTQ people.

C. They would like to have as many Canadian teachers apply to teach at that institution as well.

Q. Can we make a Friendly Amendment to strike that sentence?

K. MacKay, mover; and A. El-Rabbany, seconder, agreed to the Friendly Amendment.

Q. Following up on comments, the President of the UCE, who is chair of the board has dual Canadian-Egyptian citizenship, and lived in Toronto for quite a while, so he will observe Canadian values there. In 2017, he visited the previous institution, The Canadian International College, in Egypt and shared his observations with M. Lachemi and A. Saloojee. He was impressed with the structure. They like the idea of Canadian students getting the Egyptian experience and the vice versa. This initiative is excellent and is in line with our international student goal, and will attract students from Europe and Africa, which will give us international presence. This is a win-win solution and his department supports this initiative.

Q. A. McWilliams asked for clarity regarding bullet items 2 and 4 –

‘...that faculty hired for FEAS @ UCE will be non-tenured, teaching stream, contract employees.’

“Ryerson FEAS and associated programs will have full control over candidate selection.”

Which contract documents do these refer to?

A. Faculty hired are UCE employees. They are hired as contract or teaching-stream employees, and ultimately for research to be done at this institution as well. They do not fall under Ryerson’s Faculty agreement. They will be employed by UCE.

C. Re Human rights issues. After meeting the key authorities at this institution, they want to promote thinking, the mentality and the education system as in Canada within Egypt.

C. This is basically the norm in all private universities in Egypt. It is basically a system that is adopted in Egypt.

Q. Would there be an opportunity for CUPE to be teaching there?

A. We will not be considering Ryerson CUPE or RFA but if someone (e.g. on sabbatical) applies, we can consider them on a case-by-case basis.

Motion (including Friendly Amendment) Approved.

8.4.1.4. Changes to co-operative education work term requirements in Biology, Biomedical Sciences, Financial Mathematics, Medical Physics, and Mathematics and its Applications – Faculty of Science

Motion: *That Senate approve the changes to co-operative education work term requirements in Biology, Biomedical Sciences, Financial Mathematics, Medical Physics, and Mathematics and its Applications – Faculty of Science.*

K. MacKay moved; A. McWilliams seconded

Motion Approved.

8.4.1.5. For information: G. Raymond Chang School of Continuing Education Certificate Revisions

- i. Certificate in Social Sciences and Humanities Foundations: Course additions – Elective
- ii. Certificate in Strategic Marketing: Course Addition – Elective
- iii. Certificate in Lighting Design: Course Deletions and Additions – Required

8.4.2 Report #W2020-5 of the Academic Governance and Policy Committee (AGPC):

M. Benarroch

8.4.2.1. Provost's Update

M. Benarroch thanked the President for his leadership, and to Senators and the Ryerson Community for their commitment to working with him and the university, and welcoming him three years ago. COVID-19 has taught us a lot about how a community can come together and focuses on transforming itself very quickly. I hope that we will be able to shake hands and meet personally and hopefully an opportunity to organize an in-person meeting at some point.

He commented on a previous agenda item from June 2019 on scheduling regarding calendar changes and the timing of them. He asked K. MacKay and C. Hack to comment.

K. MacKay stated that the Registrar's Office did a review of the curriculum modifications submissions times, and in our undergraduate curriculum modification model this year, we have a revised schedule as a pilot that includes greater flexibility in some of the processes, dates and deadlines. We have moved the category 3 minor modifications and major modifications coming to the OVPA to August 21 (previously it was June 30), and with respect to the calendar modifications for category 1 and category 2, these have been pushed a couple of weeks. There is also a submission timetable that the Registrar's office has put together which shows that Green is good, and we can make these changes; Amber is proceed with caution – these are exceptions, please come and talk to us; Red is not possible. These have all been outlined in the memo sent out. We really are striving for greater flexibility. At this time, the Registrar's office is quite over-extended in terms of everything that has been going on with COVID-19, so this is our attempt this year to move forward and we will continue to review our processes and systems to maintain flexibility in the future.

C. Hack said it is very difficult to move the timing, but we appreciate the need and we will continue to see what can happen moving forward. Some of these may be systems related

in terms of looking for new tools to help us alleviate some of the manual work. It is an ongoing effort that we are happy to remain connected with all of you to move forward.

8.4.2.2. Revisions to Policy 164: Graduate Status, Enrolment and Evaluation

Motion: *That Senate approve the revisions to Policy 164: Graduate Status, Enrolment and Evaluation*

C. Searcy moved; A. El-Rabbany seconded

Motion Approved.

8.4.2.3. Policy 169: Experiential Learning

Motion: *That Senate approve Policy 169: Experiential Learning.*

K. MacKay moved; A. McWilliams seconded

Q. What are the accessibility opportunities for students with disabilities?

A. We built in as much flexibility as we could for students with disabilities. We continue to put students first.

Motion Approved.

8.4.2.4. Retirement of Policy 146: Laptop Policy

Motion: *That Senate approve the retirement of Policy 146: Laptop Policy.*

K. MacKay moved; A. Yazdani seconded

Motion Approved.

8.4.2.5. Amendment to Policy 60, 61, 118, 157, 159, 161, 162 and 166 to include law students where policies list out students that the policy applies to

Motion: *That Senate approve the amendment to Policy 60, 61, 118, 157, 159, 161, 162, and 166 to include law students where policies list out students that the policy applies to.*

K. MacKay moved; A. Yazdani seconded

Motion Approved.

8.4.2.6. Amendment to Policy 168: Grade and Standing Appeals – Glossary definition of advocate

Motion: *That Senate approve the amendment to Policy 168: Grade and Standing Appeals – Glossary definition of advocate.*

K. MacKay moved; D. Taras seconded

Motion Approved.

M. Lachemi thanked all those involved in amending the policy glossary wording: D. Bell; T. Burke; D. Checkland; S. Donato-Woodger; K. Mackay; A. McWilliams; R. Meldrum; V. Madsen; in consultation with CESAR and RSU.

8.4.2.7. For information: Policy 167: Academic Consideration:

Procedures to include: **Other Extenuating Circumstances:**

(IV) Assigned Duties within the Canadian Armed Forces (documentation required, e.g., signed letter from the Officer Commanding or higher with the dates of required service)

8.4.3 Report #W2020-4 of the Yeates School of Graduate Studies Council (YSGS):

C. Searcy

8.4.3.1. New Masters of Fine Arts program in Scriptwriting and Story Design – Faculty of Communication and Design

Motion: *That Senate approve the new Masters of Fine Arts program in Scriptwriting and Story Design – Faculty of Communication and Design.*

C. Searcy moved; A. Ferworn seconded

Motion Approved.

9. Old Business – None.

10. New Business as Circulated – None.

11. Members' Business – None.

12. Consent Agenda:

12.1. Due to current circumstances with the COVID-19 pandemic, Social Work is implementing the changes to their field placement hours for the Bachelor of Social Work program approved by Senate in January 2020 (one year earlier than originally planned). This will be implemented earlier than the Senate approved date.

President Lachemi thanked the Senators and offered best wishes to M. Benarroch on his move to Winnipeg as President of the University of Manitoba. He also thanked the Senate Office team and Presentation Technology Specialists for their efforts in ensuring that the Senate Zoom meetings worked smoothly the past few months.

13. Adjournment

The meeting adjourned at 6:43 p.m.

Ryerson University President's Update to Senate October 6, 2020



SENATE GREETINGS – I am pleased to welcome new and returning members of the University Senate to this unique 2020-21 academic year, and to bring best wishes for a great year ahead.

APPOINTMENTS

Isaac Garcia-Sitton has been appointed the inaugural executive director of International Student Enrolment, Education & Inclusion effective September 7, 2020. In this new role, Isaac will report to the vice-provost, students; lead policy, planning, infrastructure, and operations; and work to drive increased international enrolment and retention of students, with the aim of positioning Ryerson as a premier urban international university. He joins us from York University, where he was the director of International Education and the York University English Language Institute in the School of Continuing Studies. Under his leadership, the Institute became the largest university provider of academic English programming in Canada. Previously, he was senior manager, language and intercultural communication in the School of Continuing Studies at McGill University, and prior to this, a diplomat for Panama. He holds an MBA from Lindenwood University and is pursuing a PhD in Education: Language, Culture and Teaching at York University. In September, he was announced as one of the 2020 winners of the RBC Top 25 Canadian Immigrant Award.

Roberta Iannacito-Provenzano has been appointed vice-provost, faculty affairs effective August 1, 2020. She has also been appointed to the Faculty of Arts as professor of Languages, Literatures and Cultures. Roberta joins us from York University, where most recently she was associate dean of faculty affairs in the Faculty of Liberal Arts & Professional Studies. In this position, she oversaw faculty hiring, recruitment, complaints, and grievances; led renovations that ensured accessible spaces in departments; and organized and facilitated workshops for faculty and staff on topics such as accessibility in academia, sexual violence response, and Indigenizing curricula. Previously at York, she was associate dean of programs in the Faculty of Liberal Arts & Professional Studies and chair of the Department of Languages, Literatures and Linguistics. Roberta holds a PhD from the University of Toronto and a Certificate in Dispute Resolution from York University.

Usha Srinivasan has been appointed director of the Ryerson Venture Zone in Brampton with the Office of Zone Learning & Strategic Initiatives. In this new role, she will develop and lead the new Ryerson-led incubator (previously known, unofficially, as the Brampton Innovation Zone). Previously, Usha was vice-president of partnerships and talent at the Toronto-based international technology and innovation festival Elevate. Prior to this, she spent 11 years at the MaRS discovery district, most recently as vice-president of venture and talent programs, in which capacity she led a team working to nurture and develop the talents of Canadian tech innovators and entrepreneurs. She has also worked as a research manager, industry manager, and consulting analyst in environmental, water, and building technologies at the Canadian office of market research and consulting firm Frost & Sullivan. Usha holds a PhD in environmental science/mycology from Abertay University in Dundee, Scotland and a BSc in microbiology

from the University of Bristol, England. She has been a postdoctoral fellow with the United States Environmental Protection Agency and at the University of New Brunswick.

NEW BOARD CHAIR AND VICE-CHAIR – Former Vice-Chair of the Board Tony Staffieri has been appointed Chair of the Board of Governors. Jack Cockwell is serving as Vice-Chair of the Board, and Chair of the Executive Committee.

CONGRATULATIONS

Wendy Cukier, founder and director of the Diversity Institute, has won the 2020 Community Contributor of the Year Award (Eastern Canada) from the Canadian Centre for Diversity and Inclusion (CCDI). The award recognizes the positive change she has effected in Canadian society. In addition, Prof. Cukier has been awarded a Social Sciences and Humanities Research Council (SSHRC) Partnership Grant for \$2,446,979 over six years to establish the Inclusive Innovation and Entrepreneurship Network (IIE-Net). It is set to link a multidisciplinary team of 50 academic researchers from 25 institutions in North America and Europe, along with 60 partner organizations in academia and business, with 1,000 stakeholder organizations and 100,000 entrepreneurs. It aims to analyze the state of innovation and entrepreneurship in Canada in order to advance diversity and inclusion. The project will build on Prof. Cukier's work at the Diversity Institute.

Blake Fitzpatrick, professor of Image Arts, and *Eliza Chandler*, professor of Disability Studies, have been elected to join the Royal Society of Canada, which recognizes excellence among leaders, both established and emerging, in their fields. On November 27, 2020, Prof. Fitzpatrick, who directs the Documentary Media Research Centre at Ryerson, will become a fellow of the society's Academy of Arts and Humanities. Prof. Chandler will become a member of the College of New Scholars, Artists, and Scientists for a seven-year term.

Sepali Guruge, professor of Nursing, has been awarded a SSHRC Partnership Grant for \$2,499,970 over seven years for the project "Inclusive Communities for Older Immigrants (ICOI): Developing multi-level, multi-component interventions to reduce social isolation and promote connectedness among older immigrants in Canada." With 24 researchers as co-applicants and 23 collaborators from Canada, Europe, and Hong Kong, as well as 38 Canadian partner institutions, the project is designed to generate and communicate knowledge about social isolation among older immigrants, to foster and promote social connectedness among them, and to improve their lives. In addition, Prof. Guruge has been named the 2020–21 Ryerson Fellow at Massey College at the University of Toronto. She will be provided with space at the college and with resources to pursue her research in the critical global trends affecting aging immigrants. In addition, *Kathryn Underwood*, professor of Early Childhood Studies, and *Chris Gore*, professor of politics and public administration, have been named visiting scholars at Massey College for 2020–21. Assistant Vice-President, International *Anver Saloojee* has been appointed a senior fellow.

Tiffany Hsiung (Image Arts '07) wrote and directed the documentary short *Sing Me a Lullaby*, which premiered during the Toronto International Film Festival (TIFF)'s *Short Cuts* series. Tiffany was also recently elected second vice-chair of the Directors Guild of Canada – Ontario. Ryerson was also represented at this year's TIFF by instructor *Zach Cox*, who worked as a colourist on the features *Rules*

for *Werewolves* (dir. Jeremy Schaulin-Rioux) and *Succor* (dir. Hannah Cheeseman); *Krystin Hunter* (RTA '09), who was a sound editor for *Akilla's Escape* (dir. Charles Officer); and *Lucas Prokaziuk* (RTA '15), who worked on two short films: as re-recording mixer on *Point and Line to Plane* (dir. Sofia Bohdanowicz) and re-recording mixer and sound editor on *Every Day's Like This* (dir. Lev Lewis).

A team of five *Masters of Building Science* candidates from Ryerson won second place in the Office Building division of the US Department of Energy's Solar Decathlon competition, held virtually in April 2020. *Ana Padron*, *Atika Tasnim Adity*, *Benett Blazeovski*, *David Luong*, and *Marta Karlova* formed the team 6Sustainability, which showcased a design for a proposed sustainable four-storey building with low or net-zero operational energy use at 101–111 Gerrard St. E., on property owned by Ryerson.

Lauren Riihimaki (Graphic Communications Management '15), a.k.a. YouTuber LauriDIY, has been named the host and executive producer of the new HBO Max series *Craftopia*, on which 9-to-15-year-old contestants compete to make the most creative crafts.

The RTA School of Media was recognized by *The Hollywood Reporter* in August as one of the Top 15 International Film Schools. The publication cited the school's hybrid format, involving both online work and socially distanced, pod-based location shoots.

Mario Silva, Law & Business Distinguished Fellow at the TRSM, has been named a vice-chair of the Human Rights Tribunal of Ontario. He is one of seven full-time vice-chairs of the tribunal, which resolves claims of discrimination and harassment brought under the Ontario Human Rights Code.

PRESIDENT'S ENTRANCE SCHOLARSHIPS

Ryerson applicants with demonstrated exceptional academic accomplishments, leadership qualities, creativity, and independent thought are eligible for renewable scholarships valued at \$10,000 per year. Both national and international (*) scholarships are awarded. We are proud to welcome the 2020–21 recipients:

Faculty of Arts – Courtney Buder, Arts undeclared; Anjali Singh, Psychology

Faculty of Communications & Design – Thu (Kaylee) Chu*, Professional Communication; Chih-Lun (Madeline) Liao, Journalism

Faculty of Community Services – Lindsay Klysen, Urban & Regional Planning

Faculty of Engineering and Architectural Science – Syed Sohebuiddin Saqib*, Mechanical Engineering; Ashlynn Maruthananth, Engineering undeclared

Faculty of Science – Victoria Ahay*, Biomedical Science; Sophia Rybnik, Financial Mathematics

Ted Rogers School of Management – Michael Thomson, Business Management; Sofia Ngan, Business Technology Management

PARTNERSHIPS

INTERNATIONALIZATION PARTNERSHIP – On August 25, Ryerson announced a ten-year strategic partnership with the Australia-based global higher education organization Navitas. The partnership is

designed to increase and diversify Ryerson's international student population, improve international students' academic outcomes, broaden the university's international programs and services, and enhance its global reach and reputation. At the heart of the partnership is Ryerson University International College, a pathway program helping international students make a successful transition to our Canadian university environment. This is Navitas' third partnership with post-secondary institutions in Canada; its similar programs at Simon Fraser University and the University of Manitoba together brought in more than 3,000 new international students from 90 countries in the 2019–20 academic year.

BRAMPTON VENTURE ZONE – On September 9, the Ryerson Venture Zone in Brampton officially opened with a virtual launch. Hosted by Global News anchor Farah Nasser (Radio and Television Arts '03), the event featured speakers including Patrick Brown, mayor of Brampton, and Prabmeet Sarkaria, MPP for Brampton South. A panel hosted by John MacRitchie, assistant vice-president of Zone Learning and Strategic Initiatives, featured Brampton-based entrepreneurs who shared their stories and spoke of the value of the kind of community and networks the zone will provide—online, at first, and then in-person after the pandemic.

FIGHTING ANTI-ASIAN RACISM – On September 9, Chancellor Janice Fukakusa, Dean of Arts Pamela Sugiman, General Counsel, Secretary of the Board of Governors, and University Privacy Officer Julia Shin Doi, and Maryka Omatsu (Honorary Doctorate '19), launched the website Responding to Hate to combat anti-Asian racism. Created in response to the false narrative about Asian responsibility for the COVID-19 pandemic, the website provides a toolkit for responding to and reporting acts of hate or bias as well as information about anti-Asian sentiment in Canada and resources for advocacy, human rights support, and social media and cyber safety. It is available in web-based and PDF formats at www.respondingtohate.ca.

AUGMENTED LEARNING – Ryerson has partnered with Canadian augmented reality company NexTech AR Solutions to devise Ryerson Augmented Learning Experience. Based on NexTech's technology InfernoAR, the platform will enable first-year students in biology, chemistry, and physics to participate in virtual labs involving real-time collaboration with lab partners and technicians, as well as interactive videos and AR lab exercises accessible from home.

YOUTH EMPLOYER PORTAL – Magnet, Ryerson's digital social innovation platform, has partnered with RBC Future Launch, RBC's initiative to help youth employment and wellbeing, to launch the RBC Youth Employer Portal. The initiative is designed to support young jobseekers across Canada, who will be matched via free Magnet accounts with small to medium-sized businesses offering jobs and work placements. The partnership aims to facilitate 10,000 such opportunities for youth over the next three years. Businesses will be further supported in their growth and management by access to RBC resources.

EVENTS AND INITIATIVES

COVID-19 AND INNOVATION – Five Ryerson researchers—one from the Faculty of Science and four from the Faculty of Engineering and Architectural Science (FEAS)—have received funding from the Natural Sciences and Engineering Research Council (NSERC) for their work with industrial partners to

address critical issues arising from the COVID-19 pandemic. Each has received an NSERC COVID-19 Alliance Grant, which provides up to \$50,000 for one-year projects. Prof. Costin Antonescu (Department of Chemistry and Biology) is investigating whether injecting microbubbles into the human body and oscillating them with ultrasound can impede the entry of the virus into cells and improve uptake of antiviral drugs. Prof. Naimul Khan (Electrical, Computer, and Biomedical Engineering) is working on a wristband to assist with contact tracing and monitoring people who have been asked to quarantine, including their location and any potential symptoms. Prof. Xiao-Ping (Steven) Zhang (Electrical, Computer, and Biomedical Engineering) is developing a COVID-19 screening method that analyzes the sound of respiration patterns to detect symptoms. Prof. Kazem Fayazbakhsh (Aerospace Engineering) is designing reusable N95 face masks that can be produced in large volumes and will repeatedly withstand hospitals' sterilization processes. And in order to reduce workers' exposure to the virus and harmful substances, Prof. Fengfeng (Jeff) Xi (Aerospace Engineering) is designing a robot to disinfect target areas and exploring the potential for blue light or heated air to be used for sanitization.

DIGITAL EDUCATION – Since March 16, when Ryerson made the transition to virtual classrooms, the Chang School's Digital Education Strategies (DES) team of instructional designers, media developers, and editors has been helping instructors across campus teach online and plan for further online courses in the spring and summer. Under the leadership of Dean Gary Hepburn and the program direction of Naza Djafarova, the DES has offered support 12 hours a day, including the six-hour course Foundations of Remote Teaching as well as virtual drop-in sessions for instructors. They have assisted with technical issues and pedagogical questions. Drawing on their experience hosting online classes that safeguard academic rigour, they have helped instructors across faculties do the same.

FOOD SUPPORT FOR STUDENTS – On April 20, in partnership with the Toronto-based charity Meal Exchange Canada (MX), Ryerson Food Services began offering biweekly boxes of fresh fruit and vegetables to Ryerson students living in Toronto and lacking reliable access to healthy food. The initiative, COVID-19 Food Support for Students, is spearheaded by Associate Director of Food Services Marwan El Chafei and funded by Ryerson's annual donors, with MX managing the logistics of collecting, packaging, and delivering food (via partners such as FoodShare). The program also offers educational resources including cooking videos and recipes.

CULTIVATING CREATIVE SKILLS – On May 4, the Creative Innovation Studio at FCAD started a series of workshops called Communities Create, which encouraged members of the Ryerson community, and the general public, to share their feelings and experiences during the pandemic in creative ways. The program, led by the Studio's director, Ramona Pringle, offered over 20 creative skills workshops with leaders, cultural organizations, and academic institutions across Canada, each focussing on a different creative discipline. Workshops included digital storytelling in affiliation with the National Film Board, improv with The Second City, sensory screenwriting with TIFF, blues songwriting with Artscape Daniels Launchpad, and podcasting with the Toronto Public Library. Workshop participants were encouraged to share the results of their endeavours online.

RECLAIMING INDIGENOUS POWER AND PLACE – On May 20, Ryerson’s Centre for Free Expression (CFE) hosted the virtual forum “Who is ‘Free’ to Speak of “Genocide”? Perspectives on Reclaiming Power and Place.” Panelists discussed issues arising from the National Inquiry into Missing and Murdered Indigenous Women and Girls, including the shaming and blaming of those who use the term “genocide”; the historic and systemic roots of violence against Indigenous women, girls, and two-spirit and trans people; and the need for intergenerational dialogue in the Indigenous diaspora. The event was hosted by Karyn Pugliese, professor of journalism at Ryerson and executive director of news and current affairs at the Aboriginal Peoples’ Television Network. Speakers were Cyndy Baskin, professor of social work at Ryerson and academic coordinator of the Chang School’s Certificate in Aboriginal Knowledges and Experiences; Lynn Lavallée, strategic lead of Indigenous Resurgence and professor of social work at Ryerson; and Len Findlay, founding member of the Indigenous Humanities Group at the University of Saskatchewan.

CEZ HOMESCHOOL – On May 26, the Clean Energy Zone (CEZ) launched “CEZ Homeschool,” a series of five free webinars that ran until August and were designed to help early-stage startups overcome the particular challenges posed by the COVID-19 pandemic and achieve sustainability. The series kicked off with the session “Three Brain Hacks to Build a Scalable Startup,” led by serial entrepreneur Portia Asli. Subsequent webinar topics included developing mental resilience, pitching and managing investors, and business improvisation—or thinking quickly and creatively in any situation, which is an important skill, especially, in these unpredictable times.

PRIDE MONTH – With the university’s campus closed, the Ryerson community found new ways to connect and celebrate Pride. A month of online events started on June 1 with the Virtual Pride Kick-Off and the start of the #DisplayYourPride contest, which returned for its eighth year, this time focusing on decorating at home. Participants were asked to showcase resilience, wellbeing, and environmental sustainability (deploying reusable items they already have at home), as well as to find ways to engage with the wider 2SLGBTQIA+ community from their homes. Other events included Fay and Fluffy’s Storytime event “Reading is FUNdamental,” to support LGBTQ2S parents and gender-variant children; an online Pride Book Club featuring trans artist Vivek Shraya and her second novel, *The Subtweet*; a conversation with Elder (Ke Shay Hayo) and Senior Advisor, Indigenous Relations and Reconciliation Joanne Dallaire on queerness and Indigeneity; the panel discussion “Pants and Pockets: On Butch Culture and Style,” based on a New York Times article by, and featuring, Toronto writer and photographer Kerry Manders; a Netflix Party screening of the coming-of-age film *The Half of It*; and the Alumni Relations webinar “Pride and the Future of 2SLGBTQ+ Solidarity.” Ryerson’s Pride Month was led by Ryerson Positive Space, with the support of units across the university including the Ryerson Library, Alumni Relations, and The Catalyst at FCAD.

SUPPORTING CANADIAN WORKERS – On June 8, the Future Skills Centre (FSC) announced a \$37-million investment to support Canadians transitioning to new jobs or industries. It is supporting 30 innovative, community-based projects which are enabling diverse Canadians to acquire in-demand skills and linking them with employers. Together, the projects, which have emerged from hundreds of submitted proposals, target economic and social recovery from the fallout brought about by COVID-19 and focus on four themes: people leveraging AI and technological advancement, helping industries that face chronic skills shortages adapt to change, developing innovative and radical approaches to training and

learning, and creating an inclusive workforce for the future. This initiative follows the FSC's announcement, on May 26, of the \$15-million cross-Canada skills innovation challenge Shock-Proofing the Future of Work, which calls for proposals for labour market innovations that will support individuals and organizations and facilitate positive systems change in business, government, educational institutions, and service delivery organizations.

GET RYERSON READY – To ease the transition to university for incoming students, Ryerson Student Affairs has set up the website Get Ryerson Ready. Using the D2L learning management system, the site offers online learning programs including live mini-lectures by Ryerson professors; links to Faculty, Program, and Peer Support events and resources; orientation for parents, friends, and supporters; and matching with trained upper-year peer mentors.

RU4U – The Office of the Vice-Provost, Students has set up the website RU4U as a hub for valuable information and resources to help all Ryerson students navigate the academic year ahead. It directs students to programs, resources, and supports related to orientation, housing and residence life, athletics and recreation, student wellbeing, international student support, the office of the registrar, student affairs, and the Ryerson Library. The site can be found at <https://ryerson.ca/ru4u>

BUSINESS INNOVATION HUB – A group of students affiliated with the Ryerson Entrepreneur Institute (REI) has launched the initiative Business Innovation Hub (BIH), designed to help small- to medium-sized businesses cope with the impact of the pandemic. Working with four faculty advisors, the team of six co-op students provides “risk-free” services whose only charge is a donation to TRSM if the client is satisfied with their value. The services offered by the BIH include marketing to young audiences; website analytics; video production and editing; and assistance with government grants, e-commerce stores, and scheduling curbside pickup delivery. The BIH is working with clients in diverse industries and aims to continue providing its services in throughout the post-pandemic recovery.

INDIGENOUS PUBLIC ART – The Ryerson Library has unveiled a nearly 160 square-foot public artwork by Ojibwe photographer Nadya Kwandibens over its west entrance. The work is a portrait of Tee Lyn Duke, a member of an Anishinaabe dance troupe, wearing her regalia at Spadina station during rush hour. The artwork's display emerges from the university's commitment to increasing Indigenous visibility and celebration on campus, educating the Ryerson community about Indigenous issues, and inspiring meaningful conversations. It also commemorates the university's ongoing engagement with the annual Native American Indigenous Studies Association (NAISA) conference, the 2020 edition of which was supposed to have been held in Toronto but was cancelled due to the pandemic. The work's presence illustrates Ryerson's lasting commitment to the Indigenous education the conference promotes and provides.

BLACK LIVES MATTER PANEL – On June 18, Donna E. Young, dean of the Faculty of Law, hosted and moderated the virtual panel “Black Lives Matter: State Power and the Breaking of the Social Contract.” Panellists included Community Services professor Annette Bailey; Law and Criminology professor Graham Hudson; litigator Shawn Richard, who is past president of the Canadian Association of Black Lawyers; and Kiké Roach, Unifor National Chair in Social Justice and Democracy. Among the topics covered were systemic racism experienced by Black people in Canada; the questions Black people

should be asking and the demands they should be making of leaders; and the role Ryerson law students can play in addressing the issues. Mindful of the incoming law students in virtual attendance, the panellists called on them to take into account the moral, political, and cultural contexts in which they will be learning and, eventually, practicing, and to seize their opportunity to effect change.

BLACK RESISTANCE WEBINAR – On June 19, or Juneteenth, Vice-President, Equity and Community Inclusion Denise O’Neil Green led the Alumni Relations webinar “Resistance, Resilience, and Support for Ryerson’s Black Community.” She shared her top five ideas for viewers to build resilience in the face of white supremacy and oppression: acknowledge, honour, and nurture your true feelings; find your community; physical activity and movement; mental and spiritual space; and caring for yourself. She also suggested five ways to maintain resistance: be mindful and careful about your media consumption; protect your personal boundaries; build capacity for change by helping others; understand how racism is derived and how it shows up in our society; and continue to hope.

INDIGENOUS WEEK – In honour of National Indigenous History Month, Ryerson Aboriginal Student Services (RASS) hosted Indigenous Week at Ryerson from June 22 to 25. The events, which were open to all, included a session on traditional foods and teachings with Chef Johl Whiteduck Ringuette of the Ojibiikaan Indigenous cultural network; two events with Elder Joanne Okimawinew Dallaire (a conversation with Positive Space about the intersectionality of queerness and Indigeneity and a strawberry ceremony and teachings); a session on Indigenizing Wikipedia; a beading circle; and guided visualization, chair yoga, and Reiki self-practice. Partnering with RASS to present the events were the Centre for Excellence in Learning and Teaching, the Ryerson Library, the School of Early Childhood Studies, the School of Midwifery, the Ted Rogers School of Management, and Positive Space.

BLACK INNOVATION FELLOWSHIP – On June 23, the DMZ Black Innovation Fellowship (BIF) announced a \$1-million expansion to its program, which provides Black tech founders with more equitable entrepreneurial opportunities. A \$500,000 donation from Shopify COO Harley Finkelstein and entrepreneur Lindsay Taub was matched by Ryerson University. The funds will enable the second year of the program to serve over five times the number of startups, and they will support a newly launched bootcamp program for Black entrepreneurs working in the early stages of ideation and development.

GRADUATION CELEBRATION – On June 30, with in-person convocation postponed, Ryerson hosted a Class of 2020 Celebration Day online. The celebration started with a virtual ceremony broadcast live on Facebook and Twitter and hosted by Board member Marci Ien, during which Registrar Charmaine Hack virtually “conferred” degrees to the graduates. The ceremony was followed by webinar-style coffee hours, with Q&A’s, exclusively for graduates—first with myself and Janice Fukakusa, and next with the deans of graduates’ faculties. The day ended with Alumni Relations webinars. The Ryerson class of 2020 consists of 7715 graduates, including 6366 receiving undergraduate degrees, 537 receiving graduate degrees, and 812 receiving continuing education certificates.

CILAR – On July 7, a diverse group of leaders from education, the private and non-profit sectors, and local government, including Executive Director, DMZ and DMZ Ventures CEO Abdullah Snobar and myself, launched the Coalition of Innovation Leaders Against Racism (CILAR). The organization aims to connect Black people, Indigenous people, and people of colour (BIPOC) with the innovation sector by

providing educational and job opportunities, scholarships, mentorship, and access to venture capital, as well as fostering partnerships with BIPOC-led organizations. Housed at MaRS, CILAR is designed as a catalyst for transforming the Canadian economy in the wake of the pandemic, tackling systemic racism and promoting inclusion.

REPORT ON CYBER CRIME – On July 9, the Cybersecure Policy Exchange (CPX) published the report “Advancing a Cybersecure Canada,” which found that, based on a survey of 2,000 Canadians, 57% had experienced a cyber crime—an increase of 21% from 2017. The findings were picked up by over 100 media outlets. The report also set out the CPX’s agenda, including its commitments to support policy development and to engage Canadians through online discussions and presentations. The CPX will focus its efforts on addressing security and privacy with respect to three technologies: social media platforms, the internet of things, and biometrics.

REGISTRAR’S OFFICE CONTRIBUTIONS – During the week of July 13, the Office of the Registrar, along with a team of 20 staff and student volunteers, printed, packaged, and sent by courier 7700 diplomas for graduates from the Class of 2020. This year, the traditional parchment diplomas were preceded by secure, verified digital certificates, devised by the Office of the Registrar in collaboration with Computing and Communications Services and other departments across the university. Other changes and innovations made by the Office of the Registrar to keep Ryerson on track during the pandemic have included moving the ServiceHub to operate fully via email and telephone—which involved launching a new remote call centre and a live chat feature; hosting virtual open houses and virtual receptions for applicants; and hosting webinars for newly admitted students.

ANTI-BLACK RACISM CAMPUS CLIMATE REVIEW – On July 17, in honour of Nelson Mandela International Day, Ryerson released the Anti-Black Racism Campus Climate Review, which is hosted on the website of the Office of the Vice-President, Equity and Community Inclusion. At virtual event to mark the release, attended by over 700 Ryerson community members, Senator Wanda Thomas Bernard spoke about anti-black racism in a Canadian context and called for Ryerson to make sustainable change. I announced the Presidential Implementation Committee to Confront Anti-Black Racism, which is tasked with implementing the report’s recommendations. It is being co-chaired by Vice-President, Administration and Operations Deborah Brown, Denise O’Neil Green, and Anver Saloojee, who each spoke about the experiences outlined by students, staff, and faculty in the report.

CATALYST CYBER CAMP – From July 20 to September 5, Rogers Cybersecure Catalyst, in partnership with the City of Brampton, Rogers Communications, and the Escal Institute of Advanced Technologies (“SANS”), ran the Catalyst Cyber Camp. It provided free online programming about cybersecurity to 276 young participants, ages 13–18, in Brampton. Campers experienced an online gamified learning environment via the SANS-developed Cyberstart Game, which offers 400 hours of virtual programming, including puzzles and activities that increase in complexity as the game goes on. These activities build real-life skills for participants to protect online privacy while providing a window into what it means to be a cybersecurity professional. In addition, participants attended webinars offered by SANS and Rogers Cybersecure Catalyst, including a discussion with Brampton professionals in cybersecurity and law enforcement.

PANEL ON CAMPUS SAFETY – On August 20, I announced a presidential external expert panel (EEP) on campus safety and security, dedicated to devising a holistic approach for enhancing safety and security at Ryerson. The EEP will consult extensively with the Ryerson community and external stakeholders; make recommendations for a campus safety service-delivery model that is firmly rooted in Ryerson’s commitments to equity, diversity, and inclusion and to confronting and disrupting racism; and make suggestions about addressing the societal challenges that are prevalent on our campus in order to create a safe environment for our community. A final report is to be delivered by March 30, 2021. The panel is being chaired by former justice Harry LaForme and includes Annamaria Enenajor, partner at Ruby Shiller Enenajor DiGiuseppe, Barristers; Hamlin Grange, president and co-founder of diversity training and consulting company DiversiPro Inc.; Arleen Huggins, partner at Koskie Minsky LLP; and Shawn Richard, lawyer at Lenkinski, Carr, and Richard LLP and instructor at Ryerson’s Faculty of Law.

VIRTUAL ORIENTATION – Between August 24 and September 7, Ryerson hosted a unique orientation “week” with over 100 events taking place over 14 days—supporting healthy screen time and enabling new students to explore the breadth and diversity of what the university community has to offer. This year’s #RoadtoRyerson encompassed over 420 virtual events including a virtual campus job fair, a virtual Ryerson’s Got Talent competition, a virtual body positivity fashion show, a concert series hosted on Zoom, and a virtual dance party. In total, 5,694 returning students attended orientation online, which successfully connected them across often great distances. Orientation events were organized by the Student Life & Learning Support team in collaboration with campus groups, student societies, and the Office of Vice-Provost, Students.

ANTI-BLACK RACISM PANEL – On August 25, the Office of the Vice-President, Equity and Community Inclusion hosted the seminar “Dialogue + Disruption: Anti-Black Racism 101.” Intended to help Ryerson students, faculty and staff gain a greater understanding of anti-Black racism, including its historical context and its impact in Canada, the panel also provided the audience with tools for challenging and confronting anti-Black racism and white supremacy. Panelists included author and journalist Desmond Cole, who read from his book *The Skin We’re In: A Year of Black Resistance and Power*, as well as, from Ryerson, Denise O’Neil Green; education, awareness, and outreach consultant at OVPECI Crystal Mark; and Prof. Cheryl Thompson of the School of Creative Industries.

TASK FORCE ON EGERTON RYERSON – On September 2, I announced the upcoming creation of a presidential task force on reconciling the legacy of Egerton Ryerson. The task force will conduct broad, open, and transparent consultations with students, faculty, staff, alumni, partners, and others; examine Egerton Ryerson’s legacy with respect to Indigenous peoples and education, in light of Ryerson University’s values and mission; examine how other universities have dealt with challenges posed by monuments and statues; and submit a final report with recommended actions regarding the statue and other elements of Egerton Ryerson’s history. Task force members will be announced in the coming weeks; they will include students, alumni, members of Ryerson’s broader community, and distinguished experts from Ryerson and other universities.

INTERACTIVE LEGAL INNOVATION – On September 15, the Legal Innovation Zone (LIZ) launched Sprint Studio, a free, 12-week entrepreneurship program run online to help early-stage startups from around the world develop market-ready products. The program presents the third stage in the LIZ’s four-part

set of programs designed to get legal tech entrepreneurs from the idea stage to the market. Sprint Studio follows the second stage, Concept Framework, which ran its first two cohorts from January to June, with participants from Europe, Asia, Africa, and across North America. The new program is designed to help its participants learn how to discover a core audience, pitch to investors, sell their products, and hire the right team members to drive growth. It involves marketing and sales coaching, one-on-one mentorship, virtual sessions with industry experts, and at the end, a virtual Demo Day.

REPORTING ON RACE – This fall, journalist and author Eternity Martis (MJ '16) is teaching the course “Reporting on Race: The Black Community in the Media” at the School of Journalism. The course, which will be the first of its kind in Canada, was inspired by a petition started by graduate journalism students who pointed out how the underrepresentation of visible minorities in Canadian media organizations negatively affects the ways stories about the Black community are reported and presented. The course will address topics such as Black history in Canada (including slavery), media stereotypes of Black people, and critical issues affecting the Black community (including justice and the pandemic).

DOCTORAL STUDIES IN MANAGEMENT – The TRSM has launched its new PhD program in Management, which is welcoming its first cohort of students this term. Students are working with faculty supervisors in one of four interdisciplinary areas of specialization: Digital Enterprise and Social Media; Real Estate Studies; Retail and Consumer Services; and Strategy, Innovation, and Entrepreneurship. Industry partners will host experiential, collaborative research projects and provide guest lecturers and speakers. The program’s graduates will gain a deep theoretical and practical understanding of challenges experienced by organizations; their research is designed to be both relevant and practical.

from the President’s Calendar

May 7, 2020: I participated in a virtual town hall with Ryerson faculty and instructors, at which I discussed the university’s ongoing response to the pandemic and took questions about our planning for the future and our continued efforts to support Ryerson community members and the broader community.

May 7, 2020: I spoke with Toronto City Councillor Kristyn Wong-Tam for an update on the work she and Ryerson are both doing, advancing our shared vision for city-building and community engagement.

May 7, 2020: I participated in a strategic discussion with the executive heads of the Council of Ontario Universities (COU) about managing our universities’ responses to the pandemic.

May 8, 2020: I held a virtual chat with the Ryerson Parent Network to connect with Ryerson faculty and staff who are parents, discuss the challenges of working from home while caring for children and dependents, and inform community members about Ryerson’s pandemic-related plans and activities.

May 11, 2020: I met with Carl Rodrigues, president and CEO of business mobility and internet of things firm SOTI (Soft Object Technologies Incorporated) to discuss potential collaboration on student engagement and research between his company and Ryerson.

May 11, 2020: I participated in a session organized by Universities Canada with Marco Mendicino, federal minister of immigration, refugees, and citizenship, about the importance of international students to Canadian universities.

May 11, 2020: Along with Vice-President, University Advancement and Alumni Relations Ian Mishkel; Executive Director of Rogers Cybersecure Catalyst Charles Finlay; and Assistant Vice-President,

Engagement Krishan Mehta, I met online with representatives of Sun Life: Chief Executive Officer Dean Connor, Executive Vice-President and Chief Financial Officer Kevin Strain, and Assistant Vice-President, Global Partnerships Paul Joliat. We spoke about a proposed partnership between Sun Life and Rogers Cybersecure Catalyst.

May 12, 2020: I attended the webinar Postsecondary Education Online, which was organized by the Globe and Mail and moderated by the newspaper's postsecondary education reporter, Joe Friesen. The speakers, who discussed challenges and opportunities in virtual education, were Paul Davidson, president of Universities Canada; Neil Fassina, president of Athabasca University; Catherine Dunne, president of the Ontario Undergraduate Student Alliance; and Jessica Riddell, professor of English at Bishop's University.

May 12, 2020: I spoke with Andrew Petter, president and vice-chancellor of Simon Fraser University, about our institutions' ongoing collaboration with the Bombay Stock Exchange on Zone Startups India.

May 12, 2020: As incoming chair of the COU, I participated in a meeting of the council's presidential search committee.

May 12, 2020: I spoke with two representatives of the Ontario Centres of Excellence (OCE)—CEO Claudia Krywiak and Senior Counsel Bob Richardson—to discuss potential collaboration between the OCE and Ryerson to support Toronto's innovation ecosystem.

May 12, 2020: I participated in a strategic discussion with the executive heads of the COU about managing our universities' responses to the pandemic.

May 13, 2020: Along with Future of Sport Lab chair Brian Cooper, I met with Maple Leaf Sports Entertainment (MLSE) President and CEO Michael Friisdahl and Chief Technology & Digital Officer Humza Teherany to discuss how Ryerson and MLSE can expand our current partnership.

May 14, 2020: I participated in a meeting between Ontario university presidents and Ross Romano, provincial minister of colleges and universities, to discuss ways to support "academically stranded" students who have been unable to complete their studies due to the pandemic.

May 15, 2020: I chaired a meeting of the Opportunities Working Group (OWG), which Ryerson has struck to identify, define, and implement innovative projects that will make the most of Ryerson's expertise and creativity as we strive to serve societal need during the pandemic and our recovery from it.

May 15, 2020: I attended the virtual event *The Re-Entry Show*, hosted by Armughan Ahmad, president and managing partner of Digital at KPMG. He discussed the role of Big Tech in the recovery from COVID-19 with Rola Dagher, president and CEO of Cisco Canada; Rizwan Khalfan, EVP and chief digital officer of TD Bank; and Garrick Tiplady, managing director of Facebook and Instagram Canada.

May 18, 2020: I attended the Harvard Graduate School of Education's webinar for university and college presidents, "Thinking Through What to Do: College Presidents Confront the Coronavirus Crisis," during which four presidents—Larry Bacow (Harvard University), Sean Decatur (Kenyon College), Paula Johnson (Wellesley College), and Jim Ryan (University of Virginia)—reflected on their leadership during the pandemic.

May 19, 2020: I participated in a webinar hosted by Abdullah Snobar, executive director of the DMZ, at which Vic Fedeli, provincial minister of economic development, job creation, and trade spoke about the challenges facing Ontario's technology and startup community during the COVID-19 pandemic.

- May 19, 2020:* I had an introductory meeting with André Roy, president of Université de l'Ontario français (UOF), about strengthening Ryerson's relationship with Ontario's new French language university.
- May 20, 2020:* I participated in a meeting of the COU executive heads with Minister Romano and Ontario Minister of Finance Rod Phillips. We spoke about challenges faced by universities during the pandemic and how the provincial government can help.
- May 21, 2020:* At a virtual town hall for Facilities Management and Development (FMD) staff, some of whom are essential workers who continue to work on campus, I gave remarks to thank them all for their dedication and to assure them that our commitment to the health, safety, and wellbeing of our community remains our top priority.
- May 21, 2020:* I was one of the invited speakers in the Modern Literature and Culture pandemic webinar "University leaders navigate COVID-19," along with the presidents of the University of Winnipeg, Mount Allison University, and St. Michael's College in the University of Toronto.
- May 21, 2020:* As a member, I attended the inaugural meeting of the Toronto Region Board of Trade's Reimagining Recovery Steering Cabinet, at which Mayor John Tory delivered opening remarks.
- May 22, 2020:* At a virtual event organized by the DMZ for 150 Canadian startup founders and tech industry leaders, Abdullah Snobar and I spoke with Mary Ng, Canada's minister of small business, export promotion, and international trade about the federal government's post-pandemic support plan for small businesses.
- May 22, 2020:* I was interviewed online by Montreal-based Algerian-Canadian blogger Amokrane Mariche for his web series, #CafeinLive. We spoke about innovation, entrepreneurship, academic research, and the role immigrants play in all three.
- May 26, 2020:* I participated in a regular meeting of Universities Canada's international committee.
- May 7, 2020:* I participated in a virtual town hall with Ryerson faculty, at which I discussed the university's ongoing response to the pandemic and took questions about our planning for the future and our continued efforts to support students' academic progress, financial stability, and wellbeing.
- May 27, 2020:* I was pleased to host a virtual farewell event for outgoing provost and vice-president, academic Michael Benarroch, at which, on behalf of the Ryerson community, I recognized his exceptional service and introduced a farewell video prepared by many community members.
- May 27, 2020:* As the incoming chair of the COU, I spoke with Minister Romano's chief of staff, Doug Brewer, about collaboration between the COU and the ministry of colleges and universities.
- May 27, 2020:* I spoke with Toronto's chief recovery & rebuild officer, Saad Rafi, about the potential for Ryerson to collaborate with the City of Toronto on reopening the economy.
- May 28, 2020:* For Algerian Entrepreneurship and Innovation Week, I gave a presentation to Algeria's international virtual forum on entrepreneurship, innovation, and technology, which was hosted by the INCG Sétif Business School. I discussed Ryerson's innovation ecosystem and our support for students and startups.
- May 28, 2020:* I spoke with George Zegarac, CEO of Waterfront Toronto and former provincial deputy minister of training, colleges, and universities, to get his perspective on COU's presidential search.
- May 29, 2020:* I participated in a regular meeting of the COU strategy and planning working group.
- May 29, 2020:* I chaired a regular meeting of the Opportunities Working Group.
- May 29, 2020:* I participated in a virtual meeting of Canadian university presidents organized by Simon Fraser University and the McConnell Foundation to discuss the universities' role in responding to the pandemic through the lens of social impact.

- June 1, 2020:* Along with Vice-President, Research and Innovation Steven Liss and Assistant Vice-President, Business Development and Strategic Initiatives Johannes Dyring, I spoke with Carl Rodrigues of SOTI to continue our earlier conversation about potential partnership.
- June 1, 2020:* Charles Finlay and I met online with David Smith, CEO of the Canadian Mental Health Association (CMHA) Dufferin Peel and Sonia Sidhu, member of parliament for Brampton South, to record an announcement of Ryerson's support for CMHA Dufferin Peel's donor drive. Rogers Cybersecure Catalyst is partnering with the CMHA to support the fundraiser *Ride Don't Hide, Virtually*, and Ryerson has donated grocery cards to the organization to support 100 local families.
- June 1, 2020:* Along with Deputy Provost/Vice-Provost, University Planning Glenn Craney, I spoke with Minister Romano about Ryerson's international strategy.
- June 2, 2020:* I attended a Universities Canada webinar about leadership in the time of COVID-19.
- June 8, 2020:* I attended "Restarting Toronto: The City's Work to Rebuild and Recover Post-Pandemic," an online conversation between Mayor John Tory and Saad Rafi, Toronto's Chief Recovery and Rebuild Officer, hosted by the Toronto Region Board of Trade.
- June 10, 2020:* As a member, I attended the second meeting of the Toronto Region Board of Trade's Reimagining Recovery Steering Cabinet.
- June 11, 2020:* I participated in a Universities Canada member call with Carla Qualtrough, minister of employment, workforce development, and disability inclusion. We discussed ways the federal government can support the important role to be played by the post-secondary education sector in Canada's recovery from the pandemic.
- June 11, 2020:* For Ryerson's first-ever Black Graduation Celebration, I was pleased to deliver remarks honouring the achievements of Black graduates and encouraging them to fulfil their remarkable potential.
- June 11, 2020:* I spoke with two representatives of the Ontario Centres of Excellence (OCE)—CEO Claudia Krywiak and Senior Counsel Bob Richardson—to discuss continuing the collaboration between the OCE and Ryerson, specifically with respect to the accelerator OneEleven.
- June 12, 2020:* I attended a webinar led by Goldy Hyder, president and CEO of the Business Council of Canada, and Paul Davidson, president of Universities Canada, on looking ahead at Canada's economic and social recovery.
- June 15, 2020:* Along with Ian Mishkel, I spoke with Naomi Azrieli, chair & chief executive officer of The Azrieli Foundation, about her philanthropic organization's priorities and the values it shares with Ryerson.
- June 17, 2020:* As a member, I participated in an online meeting of the National Research Council (NRC) to discuss our response to the COVID-19 pandemic.
- June 17, 2020:* I met online with York University President and Vice-Chancellor Rhonda L. Lenton, University of Toronto President Meric Gertler, and then OCAD University President Sara Diamond. We discussed coordinating the efforts of the four Toronto universities to work with the federal government to safely bring international students to our city.
- June 18, 2020:* I met online with Paul Duffy (Applied Computer Science '89), president of augmented reality company Nextech AR, to coordinate our co-creation of the Ryerson Augmented Learning Experience.
- June 19, 2020:* I met online with Peter Gilgan, founder and CEO of Mattamy Homes, to discuss my helping him support youth in Kenya by establishing a college there.
- June 19, 2020:* I participated in a regular board meeting of DMZ Ventures.

- June 19, 2020:* I participated in a Universities Canada briefing with Abacus Data about surveys the company conducted with students and their parents about plans for the 2020 fall semester.
- June 19, 2020:* As incoming chair of Universities Canada's finance committee, I participated in a meeting with Universities Canada about my new role.
- June 22, 2020:* I chaired a regular meeting of executive heads of the Council of Ontario Universities (COU).
- June 22, 2020:* I participated in an online call between fellow presidents of universities and colleges in Canada and the United States who had attended the Harvard Seminar for New Presidents in July 2016. We discussed our experiences dealing with the pandemic.
- June 22, 2020:* I chaired a regular meeting of the COU.
- June 22, 2020:* As a member, I participated in a regular meeting of the Brookfield Institute for Innovation + Entrepreneurship's advisory board.
- June 24, 2020:* Ian Mishkel and I spoke with three representatives of CIBC—President and CEO Victor Dodig; Senior Executive Vice-President and Group Head, Technology, Infrastructure, and Innovation Christina Kramer; and Senior Vice-President and Corporate Information Security Officer Joe Lobianco. We discussed potential collaboration in the field of cybersecurity education.
- June 24, 2020:* I was a panellist for an online discussion run by the organization We Algerians, attended by Algerian university faculty and students as well as representatives from industry. We discussed how to improve relationships between industry and institutes of higher education in Algeria.
- June 25, 2020:* I met online with David Lindsay, then president and CEO of the COU, to prepare for a conversation with Ross Romano, provincial minister of colleges and universities, about the Strategic Mandate Agreement 3 (SMA3) for Ontario universities.
- June 26, 2020:* I participated in a regular meeting of the Opportunities Working Group.
- June 26, 2020:* In my role as chair of the COU, I participated in a consultation about SMA3 with Minister Romano.
- June 29, 2020:* I spoke with two representatives of Accenture – Senior Managing Director Shannon MacDonald and Principal Director, Talent & Organization (Consulting) Kamran Niazi – about the potential role of consulting firms in helping the postsecondary sector respond to the pandemic.
- June 29, 2020:* I spoke with Naveed Mohammad, president & CEO of William Osler Health System, about Ryerson's strategy for healthcare education.
- June 29, 2020:* I participated in a regular meeting of the COU strategy and planning working group.
- June 29, 2020:* Along with fellow panellists Rhonda Lenton and Queen's University Principal Patrick Deane, I participated in a discussion hosted by Hillel Ontario, in partnership with the Centre for Israel and Jewish Affairs, entitled "Going Somewhere? Campus Life in September." I spoke about Ryerson's strategy to make online learning engaging.
- June 30, 2020:* I spoke with Alexa Samuels, senior client partner of management consulting firm Arlington Partners, about Ryerson's strategy for healthcare education.
- June 30, 2020:* I was proud to deliver remarks during Ryerson's virtual Graduation Celebration congratulating the class of 2020 and saluting their commitment and community service.
- June 30, 2020:* I attended the virtual Graduation Address given by actor, comedian, and Ryerson honorary doctor (2019) Eric McCormack.
- June 30, 2020:* Along with Chancellor Janice Fukakusa, I held an online Q&A session for members of the class of 2020.

- July 3, 2020:* I spoke with Navitas North America President and CEO, University Partnerships Brian Stevenson about the details of Ryerson's agreement with his firm.
- July 7, 2020:* As a member, I attended the third meeting of the Toronto Region Board of Trade's Reimagining Recovery Steering Cabinet.
- July 10, 2020:* I participated in a COU meeting to discuss upcoming consultations with Minister Romano.
- July 13, 2020:* Along with Donette Chin-Loy Chang (Journalism '78), I met online with Wayne Purboo, senior vice-president strategy at software company New Relic, and Nigela Purboo, director at the Oakville Hospital Foundation, about their new initiative, Onyx North America, which finds internship, coaching, and mentorship opportunities for Black students.
- July 13, 2020:* I participated in a consultation between the COU and Minister Romano about reopening postsecondary campuses.
- July 14, 2020:* I participated in a consultation between the COU and Minister Romano about capital and infrastructure programs.
- July 14, 2020:* Along with the rest of Ryerson's executive group, I participated in a discussion with Brian Stevenson and other representatives of Navitas about understanding the ways international students are responding to the pandemic.
- July 15, 2020:* I participated in a joint meeting of internal and external working groups about healthcare education.
- July 16, 2020:* I participated in a briefing for executive heads of the COU, ahead of a consultation with Minister Romano.
- July 16, 2020:* I participated in a consultation between the COU and Minister Romano about international students who are being educated in Ontario.
- July 17, 2020:* Along with many other senior leaders at Ryerson, I participated in a conversation with Senator Wanda Thomas Bernard about anti-Black racism. Hosted by the Office of the Vice-President, Equity and Community Inclusion, the discussion was designed to enable and empower Ryerson's leaders to better support implementation of the recommendations outlined in the Anti-Black Racism Campus Climate Review Report.
- July 17, 2020:* I delivered remarks for the online release of the Anti-Black Racism Campus Climate Review, during which I announced the Presidential Implementation Committee to Confront Anti-Black Racism.
- July 17, 2020:* I participated in a briefing for the executive heads of the COU in advance of a consultation with Minister Romano.
- July 21, 2020:* I participated in a consultation between the COU and Minister Romano on financial sustainability for universities.
- July 22, 2020:* I was pleased to be the invited guest for the Alumni Webinar "Five Tips to Succeed in Today's Changing Economy," during which I spoke about attributes and skills that I see as being key to personal success.
- July 22, 2020:* I participated in a consultation between the COU and Minister Romano on corridor funding for universities.
- July 22, 2020:* Along with Interim Provost and Vice-President, Academic Saeed Zolfaghari, Dean of The Chang School Gary Hepburn, Anver Saloojee, and Glenn Craney, I met online with former Prince Edward Island Premier Wade MacLauchlan, and representatives of the Sunrise Group of consulting companies about potential collaboration with Ryerson involving education in China.

- July 23, 2020:* As a founding member, I participated in a working session of the Coalition of Innovation Leaders Against Racism (CILAR), during which federal Minister of Innovation, Science and Industry Navdeep Bains delivered remarks.
- July 24, 2020:* I participated in a roundtable discussion with the founders and fellow supporters of Onyx Canada to discuss the initiative's strategy and implementation.
- July 24, 2020:* I participated in a special meeting of the executive heads of the COU to discuss the outcome of the preceding week's three government consultations.
- July 27, 2020:* I met online with former Toronto Mayor Barbara Hall and Toronto Office of Partnerships Director Phyllis Berck to discuss my role as independent adjudicator for the Canada Strong campaign, which collected funds for the families of the victims of Flight 752.
- July 28, 2020:* I spoke with Tim Rutledge, president and CEO of Unity Health Toronto, about Ryerson's healthcare education strategy.
- July 28, 2020:* I was a panellist for the First Policy Response web discussion "The Future of Post-Secondary Institutions in a COVID-19 World," during which I spoke about Ryerson's strategy for online engagement and reopening. The other panelists were Alex Usher, president of Higher Education Strategy Associates; Jake Hirsch-Allen, North America workforce development and higher education system lead for LinkedIn; and Fawziyah Isah, vice-president (education) and corporate officer of the McMaster Students Union.
- July 29, 2020:* I attended a virtual event hosted by the tech festival Elevate, at which Mayor John Tory and Elevate Co-Chair Chris Hadfield spoke, and during which the organization announced its Elevate Social Innovation Exchange, ElevateSIX.
- July 29, 2020:* Members of the Ryerson Faculty Association executive and I discussed the outcome of a COVID-19 task force survey about how the pandemic is affecting faculty members.
- July 29, 2020:* Along with Isabelle Mondou, Ryerson's deputy minister champion, I attended a virtual regional roundtable hosted by Universities Canada for university presidents and their champions about coordinating the efforts of the champions in Ottawa.
- August 7, 2020:* I met online with Minister Romano and Asima Vezina, president and vice-chancellor of Algoma University, to discuss how Ryerson's relationships with Navitas and Algoma can help create additional pathways for international students to attend university.
- August 11, 2020:* I attended a meeting of Ryerson's Opportunities Working Group.
- August 11, 2020:* I participated in a consultation between the COU and Minister Romano about the future of learning and prosperity.
- August 11, 2020:* I met online with Anne Sado, president of George Brown College, to discuss SMA3 strategy.
- August 13, 2020:* Deputy Minister Mondou and I discussed priorities for the new academic year.
- Aug 17, 2020:* Along with Vice-President, Administration and Operations Deborah Brown, Vice-President, Equity and Community Inclusion Denise O'Neil Green, and Assistant Vice-President, University Relations Jennifer Grass, I met online with Ryan Glenn, team lead for vulnerable populations and strategic alliances with the City of Toronto's Office of Recovery and Rebuild, to discuss collaborating with the city to help its efforts to recover and rebuild, particularly in the downtown area.
- August 18, 2020:* I was pleased to shoot a video for the Road to Ryerson Orientation, welcoming students to Ryerson in a unique year.

- August 19, 2020:* I participated in a meeting of university presidents organized by the McConnell Foundation. We discussed embedding social impact into our strategic plans.
- August 20, 2020:* Steven Liss, vice-president, research and innovation, and I met online with Waterfront Toronto's CEO, George Zegarac, and chair, Stephen Diamond, to discuss how Ryerson can help with planning for the future of the waterfront.
- August 20, 2020:* I attended *Neo Normal: A Cultural Reset*, a virtual conference showcasing the forward-thinking work of Ryerson students in the Master of Digital Media program.
- August 21, 2020:* I attended a debriefing meeting of COU executive heads to discuss our previous consultations with Minister Romano.
- August 22, 2020:* I was pleased to attend the inaugural graduation ceremony for the Rogers Cybersecure Catalyst's Accelerated Cybersecurity Training program.
- August 31, 2020:* I was proud to deliver livestreamed remarks welcoming the Faculty of Law's inaugural cohort and encouraging them to explore their own innovative ideas in a supportive environment.
- August 31, 2020:* As a member of the NRC, I attended the council's information session on the strategy underlying the federal government's signing of contracts with companies set to produce vaccines upon approval.
- August 31, 2020:* I met online with Rhonda Lenton and York University Vice-President Advancement Jeff O'Hagan to discuss this year's United Way campaign.
- August 31, 2020:* I hosted an online orientation session for new members of Ryerson's Board, covering our goals, strategic planning, and fiscal responsibility.
- September 1, 2020:* As chair of the COU, I chaired a special meeting of the executive committee during which the presidential search committee recommended Steve Orsini as new president and CEO. Later that day, I participated in a special meeting of the COU Council, during which Steve's presidency was approved.
- September 1, 2020:* I participated in a roundtable meeting of founders and supporters of Onyx Canada.
- September 2, 2020:* I participated in a university presidents' virtual roundtable hosted by Times Higher Education (THE), in which the role of data analysis to foster better collaboration between universities was discussed. THE's chief data officer, Duncan Ross gave a presentation on the future of his organization's World University Rankings.
- September 3, 2020:* During the virtual International Student Services Welcome Party, I was pleased to welcome international students to Ryerson and to encourage them to explore new cultural connections.
- September 3, 2020:* I participated in a working session of CILAR that continued the conversation started on July 23.
- September 8, 2020:* Along with Mayor John Tory, I participated in the pre-taping of a ribbon-cutting ceremony for the law school's virtual opening event, to be broadcast on September 30.
- September 8, 2020:* As a member, I attended the third meeting of the Toronto Region Board of Trade's Reimagining Recovery Steering Cabinet.



June/July 2020

Media Relations

- Conducted media outreach for virtual graduation, highlighting involvement of last year's Honorary Doctorate recipient Eric McCormack.
- Provided media support on a recent report released by the Centre for Urban Research and Land Development that revealed Toronto is the fastest growing city in North America. The story was picked up by 17 outlets, including Toronto Star, Toronto Sun, CTV News, and Chicago-Sun Times.
- Secured guest appearances on CBC Here and Now and Global News Radio London for Colleen Carney, Faculty of Arts, on her new teen sleep app.
- Pitched Gary Hepburn as an expert to speak on online learning, securing interviews with CFRB & Toronto 640 radio.
- Supported external media requests related to petitions to remove the Ryerson statue.
- Faculty experts were compiled on a daily basis and pitched to media to speak on a variety of breaking news topics, including: Covid-19 re-openings, re-closings, and its impact on the economy; anti-Black racism protests and calls to defund the police, Cybersecurity and TikTok, Huawei's 5G network; and the WE Charity ethics review.
- A comparison of Ryerson University media coverage from January-June 2019 to January-June 2020 shows a **125% increase in media hits this year**. Much of the increase is due to Ryerson experts speaking to the pandemic.

Publications

- Ryerson Today (RT) produced 14 editions in June.
- Highest open rate was 47.2% for June 2 edition with Message from President Lachemi on 'Unity in a time of crisis'.
- Highest click rate was 5.4% for the June 30 Virtual Graduation Special Edition.
- Most popular story was "A virtual celebration for our graduates" with 1,850 clicks.
- Ryerson Today moved to a summer schedule in July with five issues distributed, and more than 20 stories posted online,
- Highest open rate was 47.6% for the July 29 edition with "Ryerson grad becomes overnight TikTok sensation"
- Most popular story was "Ryerson grad becomes overnight TikTok sensation" with 2,392 clicks
- Ryerson University Magazine summer 2020 edition featured a special "Photography Issue" theme. The editorial team switched gears due to Covid-19, creating new stories for the issue about the university response, alumni who are on the frontlines and, in keeping with the photography theme, images by image arts grads about the pandemic.
- Print copies of the magazine were delivered to more than 130,000 alumni, staff and faculty. Stories also were [posted online](#) in an accessible digital edition of the magazine, and shared through Ryerson Today.



Marketing

- Led creative development and execution for the Chang School recruitment campaigns. The spring and summer campaigns wrapped and the fall campaign launched in late June. The campaigns have seen successful results with enrollments up more than 55% versus the same time last year.
- Developed a set of 10 videos that were semi live-streamed during the Convocation Celebration on June 30, as well as a highlight video to recap the event. More than 4,000 people tuned in to watch the celebrations (across Twitter, Facebook and YouTube).
- Worked with OVPECI on the design of the Anti-Black Racism Campus Climate Review Report which launched on July 17, in the lead up to Nelson Mandela International Day.
- Developed the RU4U name, identifier, and landing page to help OVPS promote the suite of programs, services and resources for new and returning Ryerson students for fall 2020 and beyond.
- Worked with Advancement to produce a video tour of the Campus Master Plan architectural model. Also adapted a 3D architectural fly-through video from Hariri Pontarini Architects adding music and Ryerson branding.
- Created a thank you video for BOG Chair Mitch Frazer to recognize his contributions to Ryerson over the years. The video was played as a farewell at his final board meeting on June 30.
- Designed COVID-19 safety signage (including posters, floor decals, etc.). Signage to be rolled out in phases across campus by FMD.
- Created a promotional video to encourage students to register for a Faculty of Arts prep course (SSH102), designed to ensure student

success as they transition to an online learning environment.

- Led the creative development and media planning for the 2021 Law Recruitment Campaign set to launch in late-August.
- Continuing creative development and media planning for the TRSM Undergraduate and MBA campaigns, set to launch this fall.
- Led the design and production of the Undergraduate Admissions Handbook in collaboration with the Registrar's Office. The book (approximately 55,000 copies) will print in September.
- Working with the International Enrollment team on the design of the International Admissions Handbook, set to print in late September.
- Reputation Campaign launch now set for early October (initial efforts were paused due to COVID). Creative development has picked up again.
- Continuing to develop the brand platform messaging and visual identity for the Ryerson Venture Zone in Brampton.
- Box set of Ryerson University plans are underway including the International Plan, the 2030 Plan, and the Strategic Vision. The Academic Plan has been finalized and is posted online.

Website

- 12.3% increase in visits (1,056,256); 8.68% increase in visitors (509,682); 11.80% increase in pages viewed (3,372,074) compared to last June.

Social Media

- **Facebook:** Gained 184 followers to reach 76.5K. The president's announcement on not proceeding with the special constables program was most engaged with.



- **Instagram:** Gained 431 followers to reach 32.8K. The announcement on not proceeding with the special constables program was also most engaged with. There were over 250 posts using the hashtag #RUgrad2020.
- **Twitter:** Activity around #RUgrad2020 had over 150 tweets. Tweet about not proceeding with the special constables program was most engaged with.
- **LinkedIn:** Gained 2,067 followers to reach 240.2K. The highest performing post was about students creating drones that carry COVID supplies, which had over 700 engagements.
- **Giphy:** Received 1.2M GIF and sticker views.

Digital Marketing

- Launched a new campaign for the Faculty of Arts Institute for Future Legislators virtual event series.
- Managing ads for The Chang School (social ads promoting fall recruitment) and FEAS' Master of Engineering Innovation and Entrepreneurship (MEIE) (search and social ads promoting online info sessions).
- Working with agency partners on search advertising campaigns for MBA and Grad Studies recruitment.

University Relations Monthly Metrics & Reach



August 2020

Media Relations

- Full page Q&A with Law School Dean Donna Young was featured in September issue of Toronto Life.
- Annual Back to School campaign included media outreach on virtual orientation events, new courses, international student support and experts speaking on how COVID-19 is changing the back to school routine for 2020. More than 60 outlets covered Back to School at Ryerson, including CBC, Global News, Toronto Star and CityTV.
- Wrote and pitched news release for The Chang School on fall enrolment increase of 51% of adult learners over previous year.
- Secured coverage in Daily Hive Toronto for 'Pebs and Hex', an installation at the CN Tower by Professor Victor Perez-Amado, School of Urban and Regional Planning.
- Media trained all new professors within the Faculty of Law and added all to the Faculty Experts Database.
- Secured coverage for online will-making company, Epilogue, from the Legal Innovation Zone (LIZ), in the Toronto Star and Globe and Mail.
- Ryerson Faculty Experts, compiled and distributed by Central Communications each morning, were quoted extensively on topics such as COVID-19 reopening plans and how back to school may boost infections, the WE Charity scandal, TikTok usage in Canada, and the appointment of a new leader to the Federal Conservative party.

Publications

- Published 6 editions of Ryerson Today e-newsletter.
- Edition with the highest open rate of 49.6% was 'A message from President Lachemi about fall convocation'
- Story with the most amount of clicks (1,261) was 'Top 10 orientation events to kick off the school year'.

Marketing

- Developed and launched the Faculty of Law digital campaign, focused on recruiting the second cohort of 150 students. Campaign includes a strong focus on photography and videography which features current Ryerson Law students and runs through to November 1.
- Updating Law Kira Admissions videos with new footage (recorded remotely) of Donna Young, Toni De Mello, and four Law faculty members.
- Developed Faculty of Law marketing assets including slides for lobby screens, promotional items for student welcome kits, etc.
- Finalized the brand development for the Ryerson Venture Zone in Brampton including their brand platform and visual identity. Working on branded marketing templates for September.
- The Undergraduate Admissions Handbook created in-house was sent to print (55,000 copies). The Office of the Registrar is in the process of mailing 11,000 to high schools.



- Continuing to work on the development of the International Admissions Handbook, set to print in late September (3,000 copies).
- Created nine international one-sheet templates to support the International Enrollment Office's recruitment efforts (Spanish, Brazilian Portuguese, Russian, Vietnamese, Korean, Farsi, Arabic, Japanese, and Mandarin). An English version and US-specific template were also created.
- Faculty of Arts prep course video continued to roll out in August. The video helped secure more than 300+ registrations for the course which was designed to ensure success as students transition to online learning.
- Developed Invocation and Faculty specific Welcome Videos for the Office of the President that were used to kick off Orientation.
- Created a short video for incoming TRSM students to remind them why they chose TRSM and to demonstrate how the school is prepared for an online fall term.
- Provided guidance to Navitas on branding for Ryerson University International College promotional materials.
- Updated BOG and EG photosheet designs.
- Continuing to work on the development of articles, web-page copy, illustrated assets, and website design for Ryerson's Reputation campaign. The campaign kicks off on October 1.
- Continuing creative development and media planning for the TRSM BComm campaign set to launch September 25.
- Developing campaign concepts for TRSM's MBA campaign which will roll out on October 28. Concepts are in the focus group testing phase with current MBA students.
- Revisiting the creative from The Chang School's fall campaign as we prepare for the winter registration launch in November (digital launches in November, other elements launch in September).
- Development of the Ryerson University plans Box Set continues.

Website

- 6.8% increase in visits (1,263,972); 2.74% increase in visitors (541,139); 8.30% increase in pages viewed (4,599,021) compared to August 2019.
- With people staying at home, we've seen a shift from mobile to desktop. Desktop visits increased by 17.9% and mobile decreased by 5.2% compared to August 2019.

Social Media

- **Facebook:** Gained 339 followers to reach 77K. Most engaging post was a joint comms announcement with other Toronto schools about convocation.
- **Instagram:** Gained 595 followers to reach 33.7K. Most engaging post was a photo looking up a quiet Yonge Street towards the SLC.
- **Twitter:** Gained 165 to reach 59K. Most engaging tweet was about a study by Ryerson's Diversity Institute, which found that Black and racialized people are underrepresented on boards of organizations across Canada.
- **LinkedIn:** Gained 2,379 followers to reach 245.2K. Most engaging post featured the nostalgic 1980s photography of alum Avard Woolaver.
- **Giphy:** Received 842.1K GIF and sticker views.



Digital Marketing

- Continued managing ads for The Chang School (social ads promoting fall recruitment), which is tracking about 50% ahead in its fall enrolment numbers versus the same time last year.
- Wrapped a small campaign for the Faculty of Arts Institute for Future Legislators virtual event series.
- Worked with agency partners on the launch of the Faculty of Law recruitment campaign and the continued (year-round) MBA search and display ad campaign.
- Preparing for multiple campaign launches in September (developing media plans, briefing agencies where necessary, planning website refreshes and setting up new conversion tracking, evaluating creative requirements, etc.).

REPORT OF ACADEMIC STANDARDS COMMITTEE

Report #F2020-1; October 2020

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

- **FACULTY OF ENGINEERING AND ARCHITECTURAL SCIENCE – Addition of a new standing variation for all undergraduate Engineering programs**
- **FACULTY OF ENGINEERING AND ARCHITECTURAL SCIENCE – MECHANICAL ENGINEERING - Universities of Canada-Egypt curriculum proposal**
- **FACULTY OF ARTS – New optional undergraduate co-op programs**
- **SCHOOL OF BUSINESS MANAGEMENT – MARKETING MANAGEMENT – Revisions to the co-op work term schedule**
- **SCHOOL OF BUSINESS MANAGEMENT – ALL MAJORS – Reduction in the total number of courses, from 41 to 40, required for the degree**
- **For Information: Change in administrative home for the new BFA Professional Music program, from Creative Industries to the RTA School of Media**

A. FACULTY OF ENGINEERING AND ARCHITECTURAL SCIENCE – Addition of a new standing variation for all undergraduate Engineering programs

The Faculty of Engineering and Architectural Science proposes a Standing Variation for undergraduate engineering students, such that a student's academic standing is based on both Cumulative Grade Point Average (CGPA) and Term Grade Point Average (TGPA), effective Fall 2021. In order to maintain a Clear academic standing, their CGPA would still have to be above 1.67, but their most recent TGPA would have to be above 1.33 as well. A student who has a CGPA greater than 1.67 would become Probationary if their TGPA dropped below 1.33. The TGPA would be based on a minimum of two graded courses taken in the term in question (Fall, Winter or Spring/Summer).

Once a student is on Probation, they will remain Probationary until they meet the terms of their Probation Contract, AND raise their CGPA above 1.67. Failure to meet the terms of the Probation Contract will result in a standing of Required to Withdraw (RTW). A student who meets the terms of their Probation Contract but does not raise their CGPA above 1.67 will remain on Probation until their CGPA is above 1.67.

Background and Rationale - Some undergraduate students have been carrying a very high number of F's on their transcripts, often without ever being on Probation and therefore not coming to the attention of the Departments. These students often are first noticed when their academic standing becomes Permanent Program Withdrawal (PPW) due to failing a required course for the third time, usually after having spent several years in their program. Some students manage to graduate with very high numbers of F's on their transcripts, leading to questions from employers about how someone with 15 or more F's on their transcript can have graduated.

There are several issues related to our current Standing system that allows students to accumulate high numbers of F's without significant consequences. The first issue is related to professional competency and public safety. Arguably, a student who graduates with numerous F's has not mastered engineering to the degree required to practice safely and competently. Another associated issue is reputational. Finally, our current standing system does not allow early identification of struggling students. Once a student has successfully passed First Year with a reasonable CGPA, it takes many poor courses to drop their CGPA below 1.67. Furthermore, since F's do not count in CGPA calculations once the failed course has been successfully repeated, strategically repeating failed courses can keep a student from becoming Probationary. In many instances, the first time a Department becomes aware that a student is struggling is when they fail a course for the third time, sending their standing from Clear to PPW without ever going probationary.

The Registrar's Office sends a report to departments/First Year Engineering Office (Early Alert Support for Students with Multiple Failures) which lists all program students enrolled in second, third or fourth attempts of a

course. Emails are often sent to these students advising them of their situation and encouraging them to meet with their associate chair/program director. However, such emails do not require students to take action. Few students respond to this invitation, and many go on to PPW standing.

Standing Systems at other Engineering Schools – A survey of other Canadian Engineering schools shows that while some schools base academic standing solely on CGPA, many have additional criteria. Schools that have a strict cohort system, like the University of Waterloo, base standing on a combination of CGPA and term performance. In some cases, failing two courses in a term could require a student to repeat the entire term, including any courses previously passed. A few schools, including the University of Ottawa, limit the total number of F's a student can have over their program, and assign an academic standing equivalent to PPW if that number is exceeded, regardless of CGPA.

Impact of Standing Variation - This Variation would have a significant impact on the number of students with Probationary academic standing. The table below illustrates the impact that would have occurred had this Standing Variation rule been applied to the W19 term students. With the Term GPA bar set at 1.33, the number of Probationary students would have been 421, compared to 120 based on the current rules. If the TGPA bar were to be set at 1.67, the same bar as CGPA, nearly 16% of students would have been Probationary.

Standing Variation Outcomes		
Data from W19 term (4193 ENG Students, excludes RTW, PPW)		
Probation Criteria	# Probationary	% of Total
CGPA < 1.67 (Current rules)	120	2.9%
CGPA < 1.67 OR TGPA < 1.67	668	15.9%
CGPA < 1.67 OR TGPA < 1.5	545	13.0%
CGPA < 1.67 OR TGPA < 1.33	421	10.0%

There are concerns that if this new Standing Variation were applied to a term when most students take very few courses (ie the Spring Transition term), a very high number of otherwise good students could become Probationary based on one poor course. In order to prevent this, the Term GPA rule would only apply to terms when two or more graded courses are taken.

Benefit to Students - The proposed Standing Variation will allow Departments to identify struggling students, and provide guidance and assistance to students in need. With the proposed Standing rules, these students would come to the attention of their Program much sooner, and therefore can be helped much sooner. Currently, first contact with these students often occurs when they fail a course for the third time, and have their standing go from Clear to Permanent Program Withdrawal (PPW) without ever going Probationary.

Concerns have been raised that significantly increasing the number of students on Probation will increase the attrition rate proportionately. While intuitively this would seem to make sense, the literature is mixed on this. Albert and Wozny as well as Fletcher and Tokmouline found that attrition rates were not significantly different between probationary students and those just over the probationary bar. However, it was noted that the mandatory counselling and assistance to probationary students was likely the key. Ryerson's system of probationary contracts will likely limit attrition, though it is expected that some increase in attrition will occur.

Next Steps - In addition to the current academic counselling and advice services, the Faculty of Engineering and Architectural Science is committed to the following support and activities.

- (1) The First Year Engineering Office and departments will implement effective strategies to intervene and provide counselling and advice to all of the probationary students.

- (2) The Faculty and each department will monitor the time for degree completion once the Standing Variation is in place and examine the potential impact of the Standing Variation.
- (3) The Faculty and each Department will monitor the potential impact of the Standing Variation from an EDI (Equity, Diversity and Inclusion) perspective. Opportunities for identifying and supporting affected students earlier in the process will be pursued.

Recommendation

Having satisfied itself of the merit of this proposal, the Academic Standards Committee recommends: *that Senate approve the addition of a new standing variation for all undergraduate Engineering programs in the Faculty of Engineering and Architectural Science.*

B. FACULTY OF ENGINEERING AND ARCHITECTURAL SCIENCE – MECHANICAL ENGINEERING - Universities of Canada-Egypt curriculum proposal

Background - Anticipating Ryerson's forthcoming 2020-2025 Academic Plan, the Faculty of Engineering and Architectural Science (FEAS) has embarked on an ambitious opportunity to immediately demonstrate Ryerson's Global Leadership and the goal of expanded Internationalization. Working with respected and trusted partners within the Middle East and North African (MENA) region, FEAS is proposing a bold initiative that would firmly establish Ryerson and FEAS experientially learning-based academic programming in engineering which is in high demand in the MENA educational market. As an anchor partner within the Universities of Canada in Egypt (UCE) campus, in the new administrative capital in New Cairo, FEAS has been invited to provide a unique experiential learning educational experience.

In 2018, the Egyptian Government ratified a new educational model that allows universities such as UCE to host key Canadian partner universities, with each Institution providing its own unique area of expertise. UCE provides the campus facilities and infrastructure, marketing and student recruitment, health, wellbeing, and student services under the guidance and direction of Canadian norms and standards, while the University partners themselves maintain total academic control of their respective program offerings, policies, and norms. Essentially, MENA students can work towards the completion and receipt of a Canadian degree within Egypt.

The University of Prince Edward Island is the first Canadian partner to establish itself on the UCE campus, offering undergraduate degrees in Business, Computer Science, Sustainable Engineering and a Master's in Business Administration. The partnership is entering into UCE's second year of operation and the enrollment already exceeds 1,000 undergraduate and graduate students. The addition of the Faculty of Communication and Design (FCAD) and FEAS's Civil and Electrical Engineering programs from Ryerson, which were approved by Senate in April 2020 and June 2020, respectively, and FEAS's Mechanical Engineering program, as outlined in this proposal, will allow for unique programming suited for Egyptian and MENA students. As such, student enrollment is targeted to quadruple in the next several years.

Accordingly, in this submission, FEAS proposes to pursue a formal partnership with UCE in order to offer the undergraduate Mechanical Engineering program, which meets the needs and demands of a new generation of engineering students in Egypt. The Faculty has completed a review of this opportunity in Egypt and has assessed the operations at present to validate the specific programming that could be pursued. Presently, FEAS is recommending to add to the partnership by offering its BEng in Mechanical Engineering program commencing in the Fall 2021 term, which has been identified as an immediate growth area within the MENA and specifically Egyptian educational market.

There are no proposed changes to the structure or the mode of delivery of the curriculum of the selected program. This proposal only requests that the same program offering be allowed to be offered in partnership with UCE and their logistical infrastructure, in Egypt. Faculty members hired in Cairo will build course material within the defined course sequence and structure, following Ryerson Engineering course outlines and Canadian Engineering Accreditation Board (CEAB) materials.

Delivery of program and courses will run 13 weeks per semester, with new academic cohorts starting in September of every year. Semesters will include Fall, Winter and Spring/Summer. Start dates and holidays will vary from the Canadian calendar due to variance in Egyptian secular and religious holidays. However, all efforts will be made to closely align Canadian and Egyptian student and operational calendars.

In the combined FEAS @ UCE first year cohort, it is anticipated that Mechanical Engineering will have 50 students.

Academic governance, including applicable Senate Policies (see Appendix E), will remain vested with Ryerson through existing decanal structures. This will include establishing and empowering localized committees led by the FEAS @ UCE Associate Dean as well as Mechanical Engineering Program Director to be formed, when required and under the guidance of Ryerson FEAS's relevant program Chair and Dean. Further, committees would liaise with pertinent Ryerson offices (e.g. the Office of Academic Integrity) to ensure a fully harmonized application of policies for Cairo-based students. All efforts will be made to ensure a fair, open and equitable process within Egypt, designed to mirror student experiences at Ryerson in Canada. After the proposal is approved and implemented, opportunities to engage students and student groups between the two campuses will be identified and implemented.

All classes will be taught in English and as per UCE Admissions policy, all students will require an overall IELTS Score of 6.5, or a TOEFL Score of 80+ for admission, which mirrors Ryerson's own English Proficiency requirements. Any adjustments to Ryerson's admission criteria/thresholds in Canada would be simultaneously adjusted for admission to study in Cairo.

Effect on the Undergraduate Degree Level Expectations (UDLEs) and program learning outcomes - There are no anticipated effects on UDLEs or program learning outcomes.

Changes that are the result of a previous periodic program review - The proposed changes were not generated through previous periodic program review (PPR) and accreditation processes. For future periodic program reviews, the Cairo offered programs will incorporate all program adjustments articulated through the Toronto-led PPR process, and these adjustments will be governed by the established processes and governance of the Toronto programs.

Additional resources needed - The partnership agreement will entrench clear obligations on the part of UCE in their campus development to ensure the requisite physical plant and equipment infrastructure. These expected resources include Mechanical Engineering labs and information technology infrastructure. Additional support systems will include library resources (both physical and digital as well as staffing), student services, cafeteria and student government, which will be shared among the UCE Canadian University partners, such as FCAD, FEAS's Civil and Electrical Engineering programs, and UPEI. The requisite partnership agreement would also outline the requirements for ongoing investment in the maintenance, updating and evolution of infrastructural support required to align with study conditions at Ryerson in Toronto.

With respect to faculty and staff required for managing programming on the UCE campus, all faculty and staff will be recruited at the discretion of hiring committees as designated under the authority of the pertinent Ryerson Dean and actioned by local and Toronto based Departmental Hiring Committees (see Appendix D). Ryerson will retain full control of both the faculty and staff profiles sought and will have authority for all hiring decisions. As per UCE hiring policy, all faculty and staff will be employed on a contract basis under Egyptian Law. There are no tenure-stream or tenured positions.

An Associate Dean, with support from the FEAS Facilities Manager (FM), will manage the daily academic and operational needs of the programs, facilities, and partnerships (see Appendix C). The Associate Dean will report directly to the Dean of FEAS in Canada and the Chairs of Mechanical and Industrial Engineering, as well as Civil

Engineering and Electrical, Computer and Biomedical Engineering as approved, will provide consultative support to the Associate Dean with respect to academic and operational management of their program offerings at FEAS @ UCE. Mechanical Engineering Program Director will coordinate the Teaching Faculty and Teaching Assistants and will also coordinate with the Chair of Mechanical and Industrial Engineering, alongside the Associate Dean, on the delivery of the academic programming. The facility, workshop/lab, IT Network, and administrative staff will be managed by the FEAS Facilities Manager.

Initial projected Mechanical Engineering faculty and staff will be a complement of 7-10, with additional increases as required. A faculty to student ratio will be negotiated with UCE as part of the future partnership agreement.

Recruitment of highly qualified educators and professionals for placement within Egypt will require specific targeting of PhD degree holding and Canadian PEng designated instructors. As with any potential international teaching assignment, these candidates will need to possess a desire to work internationally, seeking the challenges and rewards of being within a culture with which they may not be familiar.

There is no intent to acquire Lecturers from existing RFA Faculty, or staff from existing full time Ryerson staffing positions, however, if RFA or staff express a desire to partake in short-term or limited roles within FEAS @ UCE, FEAS will address those opportunities on a case-by-case basis and within the Ryerson HR policy and procedures that allow for leave of absence or RFA member sabbaticals.

Comparison of the existing curriculum with the curriculum of the proposed program - There will be no changes to the core curriculum or program sequencing. However, the intent is to provide an abbreviated roster of offerings in the list of current popular liberal studies electives regularly taken by FEAS students (see, for example, Appendix A). Should the partnership proceed, an element of the planning will be to coordinate with the University Planning Office (UPO) on the balance of electives to be offered to optimize student experience with the efficiency of implementation.

Rationale for changes to electives, including availability of electives - Pending the outcome of this process, FEAS would design a streamlined suite of Ryerson liberal studies electives from selected Table A/B courses. The Mechanical Engineering program under consideration of this proposal requires a total of four liberal studies courses to be completed (two Table A and two Table B).

As part of the detailed planning process, FEAS, working with FCAD, would seek consultation with additional Faculties (most notably the Faculty of Arts) in order to identify liberal studies offerings that could be included for consideration in Egypt. This would be guided by the observed top enrolments of current FEAS students at Ryerson. For example, a list of potential courses which are consistently taken by FEAS students is provided in Appendix A. This list of Table A/B liberal studies electives reflects courses typically taken by FEAS students. Where additional course offerings are identified that would involve an additional Ryerson Faculty, the associated DHC structure would adjust to include representation by the pertinent Faculty (which would be negotiated by the relevant Deans if and when agreement on course offerings would be determined). It is worthwhile to mention that FCAD currently houses 11 liberal studies courses.

Additionally, there is an opportunity in the future to share electives between other partner institutions at the UCE Campus, such as UPEI. In such a case, a bilateral credit transfer agreement would be established between Ryerson and the partner institution with course equivalencies assessed by the pertinent School.

Please note that in the first year of program offerings at FEAS @ UCE, Civil, Electrical and Mechanical Engineering require only one lower level liberal studies elective.

Description of each new or amended course, in calendar format - There are no new or amended course requirements. All courses offered at FEAS @UCE will mirror exactly those courses offered at Ryerson in Canada.

Program balance - The program balance between core, open electives and liberal studies would remain the same as they are currently offered.

Timing, implementation and the strategy for communicating to students - No changes will be experienced by students already enrolled, save for the possibility of future optional global learning experiences. Should this partnership model be approved, the opportunity to apply for earning a Ryerson degree in Egypt would be communicated to prospective students pre-application such that all details would be understood prior to enrollment (i.e. students offered admission to a putative Egypt-based offering would have applied with comprehensive detail as to the nature of this program relative to the Toronto-based offering).

Implications for external recognition and/or professional accreditation - The Mechanical Engineering program is accredited by the Canadian Engineering Accreditation Board (CEAB). CEAB's accreditation criteria are grouped in five main areas:

- (1) Graduate Attributes (Learning Outcomes): There are no proposed changes to the curriculum and delivery of the selected program. Therefore, there are no changes to the curriculum maps, indicators, and assessment tools of the selected program. The organization and engagement processes will mirror that of the Toronto campus.
- (2) Continual Improvement: The continual improvement and engagement processes will mirror that of the Toronto campus.
- (3) Students: The admission, promotion, and graduation processes are the same as that of Toronto campus. Academic advising will mirror that of the Toronto campus.
- (4) Curriculum Content: There are no proposed changes to the curriculum and delivery.
- (5) Program Environment: The partners are committed to provide a program environment which mirrors that of the Toronto campus, including faculty and staff resources, professional (PEng) status of faculty members, laboratories, library, information technology infrastructure, and student counselling and guidance.

View of the Program Advisory Council - There are no new or amended course requirements. As such, this proposal has yet to be tabled at a meeting of the Program Advisory Councils (PAC) for the proposed Egypt offerings. If this committee recommends proceeding with the partnership discussion, the opportunity will be raised with the PAC for consideration at the next scheduled meeting of the Department of Mechanical and Industrial Engineering.

Other programs affected by the changes - The Mechanical Engineering program has a number of core courses (mathematics, physics, chemistry, and computer science) offered by the Faculty of Science (FOS), one core course (engineering economics) by the Faculty of Arts (FOA), and one core course (professional communication) by FCAD. No other programs will be affected by this request. With regard to the core courses offered by FOS, FOA, and FCAD, and similar to our approach with liberal studies elective offerings, FEAS would work with FOS, FOA, and FCAD to strike an adaptive DHC locally to support the offering of these required courses. Locally recruited faculty members would report to the FEAS leadership in place. A process for quality control and management of the courses will be developed jointly by FEAS and FOS, FOA, and FCAD. Pending approval and successful implementation of the program detailed in this proposal as well as the programs approved earlier, Ryerson may consider future programs also being submitted to this committee for consideration.

Appendix A:

Sample list of popular table A/B courses taken by Engineering students in Fall 2018 and Winter 2019, intended as a guide in determining which potential electives to offer in Egypt when moving forward.

Table A – Lower Level Liberal Studies Courses

CRM 101 Understanding Crime in Canadian Society

ECN 110 The Economy and Society

Table B – Upper Level Liberal Studies Courses

ECN 722 The Economics of Sports

ENG 503 Science Fiction*

GEO 106 Geography of Everyday Life

GEO 110 The Physical Environment

PHL 214 Critical Thinking I

POL 128 Politics and Film

POL 203 Politics of the Environment

PSY 105 Perspectives in Psychology

SOC 103 How Society Works

SOC 202 Popular Culture

GEO 702 Technology and the Contemporary Environment*

GEO 793 The Geography of Toronto

HST 701 Scientific Technology and Modern Society*

PHL 709 Region, Science and Philosophy*

POL 507 Power, Change and Technology*

SOC 808 Sociology of Food and Eating

*Impact of technology and/or engineering on society electives

Sample list of Faculty of Communication and Design (FCAD) Table A/B courses available

FACD Table A Lower Level Liberal Studies Courses

IRL 100 Intro to World Art I: Pictorial Arts

IRL 200 Introduction to World Textile History

NPF 188 From Page to Screen

RTA 180 Music and Film

RTA 406 Chinese Instrumental Music

RTA 441 Music of India

RTA 474 Gospel Music: Songs for the Spirit

RTA 484 Music of the African Diaspora

THL 100 Theatre and the Canadian Identity

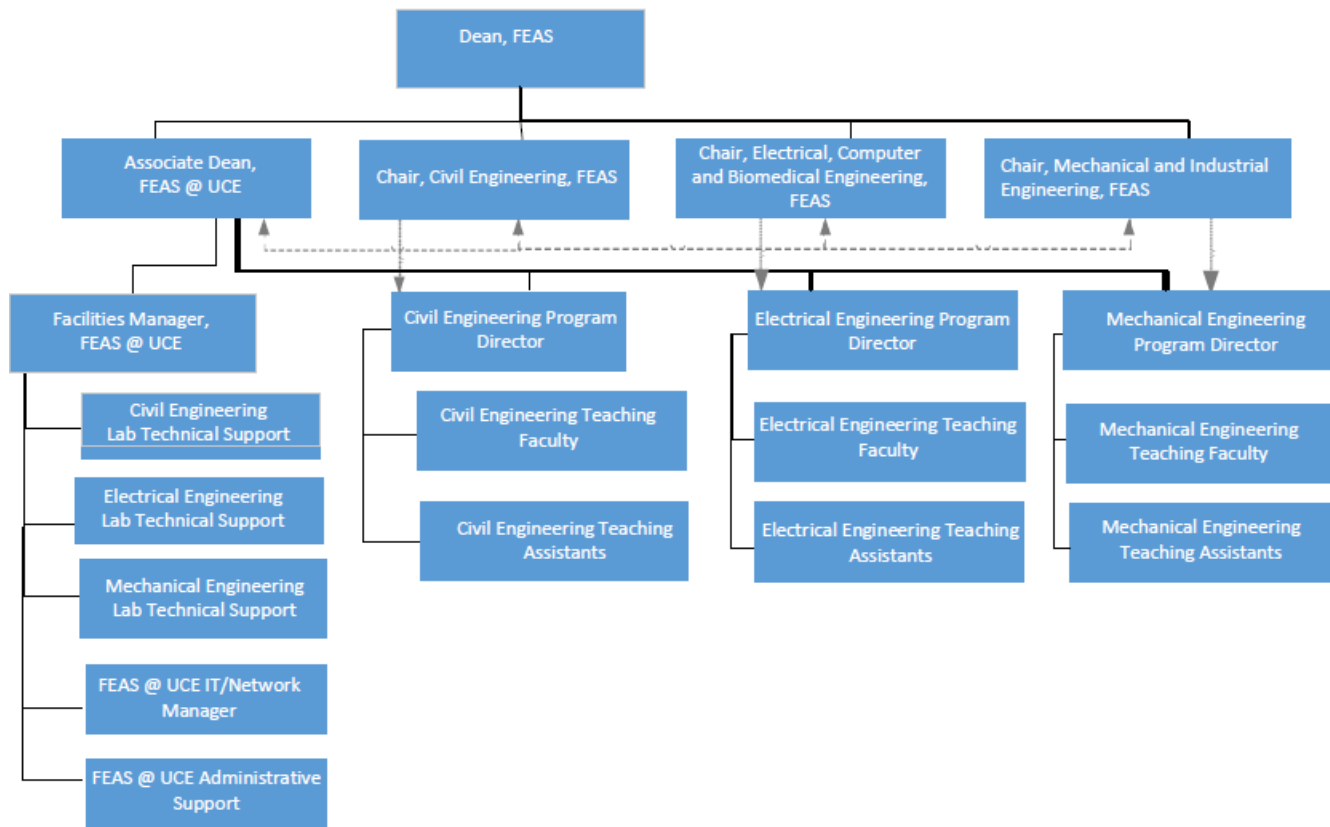
FCAD Table B Upper Level Liberal Studies Courses

IRL 500 Modern and Contemporary Art, Design

RTA 530 Chinese Music

Appendix B:

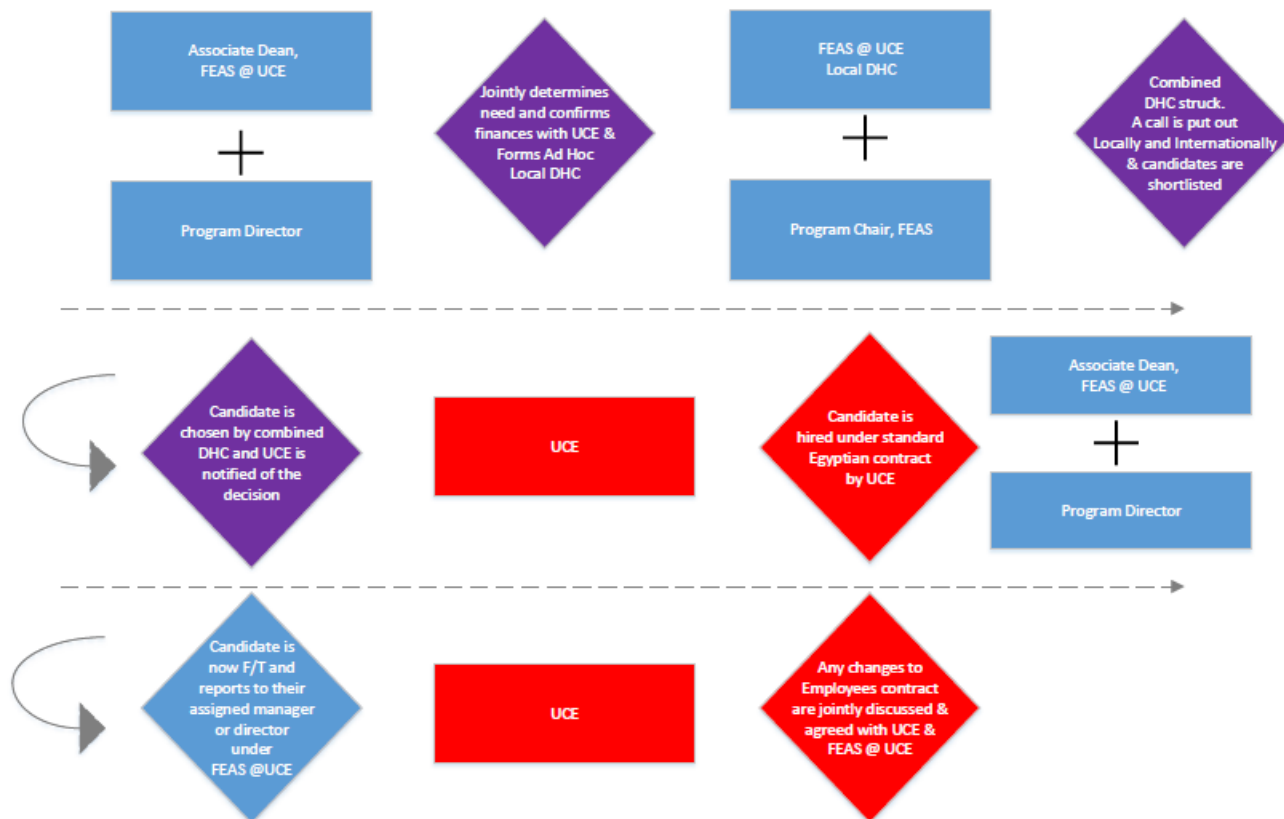
Proposed Operational Reporting Structure for FEAS @ UCE



- The proposal to offer the Civil and Electrical Engineering programs was approved by Senate in June 2020.
- The proposed organizational chart is for the Civil, Electrical, and Mechanical Engineering programs.
- Operational direction at the local level will fall under the direction of the Associate Dean in accordance with Ryerson Senate Policies, the direction of the Dean of FEAS with guidance from Ryerson University FEAS Program Chairs.
- All academic programmatic authority still resides with the Ryerson University FEAS Program Chairs whose programs are being offered at FEAS @ UCE and the Dean of FEAS in accordance with Ryerson Senate Policies.
- For each program offered, a Program Director will coordinate daily operational and academic needs for the Teaching Faculty and Teaching Assistants.
- The Facilities Manager will manage staff associated with the operational coordination of the facilities, specialized labs, IT networks and administration.

Appendix C:

Proposed Faculty & Specialized Staff Hiring Process for FEAS @ UCE



- Please note that faculty hired for FEAS @ UCE will be non-tenured, teaching stream, contract employees.
- Ryerson FEAS and associated programs will have full control over candidate selection.
- All candidates and their selection and hiring processes will be subject to Ryerson’s hiring policies and procedures.
- Ad hoc joint local and Ryerson DHCs will be formed when required to review and select candidates. When a candidate is selected, they will be put forward, along with a suggested hiring remuneration level, to UCE for final contract negotiations. When there is a contract agreement, the employee will then be managed operationally by FEAS @ UCE.
- All employees will be subject to Egyptian Employment Law.

Appendix D: Ryerson Policies Applicable to FEAS @ UCE Partnership

Policy#	Title	Notes
1	Admission to Undergraduate Programs	Egyptian students would fall under Section 3.0.
45	Governance Councils	Department/School Councils (D/SCs) and Undergraduate Program Councils (UPCs) will be based on local norms. Chairs of FEAS @ UCE local councils will sit as members within D/SCs and UPCs of FEAS proper in Toronto.
46	Policy on Undergraduate Grading, Promotion, and	Policy would remain the same.

Academic Standing ("GPA Policy")

48	Undergraduate Academic Term	Policy in principle would remain the same. However local norms would change specifically around holiday/start times.
60	Academic Integrity	The Associate Dean will take on the role of Dean and the Program Director that of Chair locally. If no resolution is found then the situation is moved to the requisite FEAS Chair, then Dean, then Senate.
61	Student Code of Non-academic Conduct	Policy 61 process applies. The Vice Provost Students or their designate will handle these cases.
96	Approval of Candidates for Degrees, Diplomas and Certificates	Policy would remain the same.
110, 112, 126, 127	IQAP Policy – Institutional Quality Assurance Process; Development of New Graduate and Undergraduate Programs; Periodic Program Review of Graduate and Undergraduate Programs; and Curriculum Modifications: Graduate and Undergraduate Programs	Policies would remain the same. Upcoming program reviews would include the program at the UCE campus.
135	Final Examinations	Policy would remain the same.
150	Accommodation of Student Religious, Aboriginal and Spiritual Observance	The Associate Dean will take on the role of Dean and the Program Director that of Chair locally. If no resolution is found then the situation is moved to the requisite FEAS Chair, then Dean, then Senate.
159	Academic Accommodation of Students with Disabilities	A member of the FEAS @ UCE staff will receive proper training from the Academic Accommodation Support Department in order to provide localized accommodation approvals. Local norms will dictate that AODA requirements when not represented within Egyptian policy/law will then be adopted to support similar consideration with students in Ontario.
162	Grade Reassessment and Grade Recalculation Policy	The Associate Dean will take on the role of Dean and the Program Director that of Chair locally. If no resolution is found then the situation is moved to the requisite FEAS Chair, then Dean, then Senate.
166	Course Management Policy	Policy would remain the same.

167 Academic Consideration The Associate Dean will take on the role of Dean and the Program Director that of Chair locally. If no resolution is found then the situation is moved to the requisite FEAS Chair, then Dean, then Senate.

168 Grade and Standing Appeals The Associate Dean will take on the role of Dean and the Program Director that of Chair locally. If no resolution is found then the situation is moved to the requisite FEAS Chair, then Dean, then Senate.

- In all cases, the policies as stated would remain and be exercised in the same manner as they would in Canada.
- The Dean of FEAS would assign the FEAS @ UCE Associate Dean as their proxy for all policy issues in Egypt with the exception of Senate Appeal Committee (SAC) specific cases.
- The FEAS Program Chairs would assign the FEAS Program Directors as their proxy for all policy issues in Egypt with the exception of escalation of specific cases.
- For Senate Policy 159, an FEAS @ UCE staff member(s) will require training and certification from the Ryerson Academic Accommodations Support Department to perform these services locally. However, all existing Ryerson systems will be used by FEAS @ UCE students.

Recommendation

Having satisfied itself of the merit of this proposal, the Academic Standards Committee recommends: *that Senate approve the Universities of Canada-Egypt curriculum proposal in the Faculty of Engineering and Architectural Science – Mechanical Engineering.*

C. FACULTY OF ARTS – New optional undergraduate co-op programs

The Faculty of Arts is proposing to develop co-op options across the Faculty for all full-time bachelor degree programs/majors over a three year period, beginning in Fall 2021. In the first year of the launch, the following four programs will be part of the roll-out: English; History; Politics and Governance; and Sociology. Other programs will be added in subsequent years, on a rolling basis. The co-op option will not be available to those undertaking double majors at this time, due to the in-depth nature of the experience within specific fields of study and subsequent degree requirements which would be placed on the student.

Background - The decision to introduce co-operative education options across the Faculty represents a strategic positioning of the Faculty of Arts (FoA) as a leader in delivering experiential education in the liberal arts. This strategy is directly aligned with Ryerson's Academic Plan, 2020-25 and its proposed Priority 1: The Student Experience and a commitment to *providing interdisciplinary and experiential learning opportunities*, where students *will become more fully engaged with communities, service providers and industries as partners in their learning experiences.*

Introducing co-operative education will directly respond to student demand for more and deeper experiential opportunities, and employers' increasing calls to benefit from the diverse skills sets of liberal arts students through a co-op experience.

Co-op will launch alongside the existing spectrum of experiential learning opportunities currently available to students, including capstone courses, industry projects, summer internship programs and community service learning. Introducing co-op programs to Arts students demonstrates a key step forward to creating equality of opportunity for all students on graduation, irrespective of their social and economic backgrounds, through early, in-depth exposure to the labour market, via a program structure sensitive to financial barriers, and embodies our commitment to offering a dynamic union between academic and practical experience.

Starting Date - The Faculty of Arts will begin running co-op in the 2021/2022 academic year, with the first cohort of co-op students undergoing preparation for their first work term that fall. The first work term will take place in Winter semester 2022 for most programs.

In advance of 2021/22, the Arts Co-op Pilot will launch informally in September 2020, when the program will be promoted to incoming first year students in Phase I programs. Students will have the option to apply to enter into co-op during their second semester, in Winter 2021, with admissions being confirmed by the end of that term. This timeline will also allow for co-op to be promoted in the Fall 2020 recruitment cycle (e.g. at OUF) to prospective students applying to start at Ryerson in Fall 2021. The table below provides an overview of what a pan-Faculty co-op rollout may look like:

Table 1: Proposed Schedule of Arts Co-op Program Start Dates

Phase I (2021/2022)	Phase II (2022/2023)	Phase III (2023/2024)
<p>Confirmed: English History Politics & Governance Sociology</p>	<p>TBD: Environment and Urban Sustainability Geographic Analysis Philosophy Psychology Public Administration & Governance</p>	<p>TBD: Arts & Contemporary Studies Criminology International Economics and Finance Language & Intercultural Relations</p>

A Co-op Program Specialist, working as part of the Career & Co-op Centre team in collaboration with all programs across the Faculty of Arts, will begin supporting the program with employer outreach and student support beginning November 2020. As part of their work, they will begin the necessary research and relationship cultivation with industry partners to develop work placements for all programs for the 2022 work term cycle, as well as for programs looking to begin co-op in Phases II & III.

Student Intake - Initial student intake will be limited to 60 students in the first year. The first cohort for any Arts program joining the Co-op Program will equate to 12-15 students per program. Additionally, there will be room to fluctuate numbers between programs, while ensuring the overall number for the first cohort remains stable at 60, for scenarios where demand is higher in one program than another, and where employer interest runs parallel to student enrollment. Future growth of a program will be organic, in line with student and employer demand.

Accounting for steady growth, at a rate of 6 students per program, we would see the initial programs move from a minimum of 180 total, to reach a maximum of 450 students in year 5 (24/25).

This growth model will be replicated across FoA, as more programs launch co-op, growing to an Arts Co-op Program size of 468, were all 13 FoA programs to have launched their first three cohorts at 12 students per cohort year, up to 1,170 co-op students across the Faculty if each of the 13 programs grows over a five year period at an additional six students per year.

Student Benefits - Given that Arts students have to navigate nonlinear pathways from academic study to graduate employment, the case for Ryerson to expand its co-op offerings to Arts students is strong, with students benefiting from:

- The opportunity to gain 1-2 years' work experience in their field of study prior to graduation
- A well-rounded education where they can apply knowledge gained in the classroom to work related to their discipline
- Inversely, enhanced academic studies through the consideration and application of skills and experience gained during work terms

- A broader understanding of diverse career options, gained through experiencing multiple co-op jobs and work environments
- The development of key employability skills and strategies required to navigate an evolving labour market
- A dedicated Co-op Program Specialist to advise and guide the student throughout their co-op journey, from application through to graduation.
- An expanded professional network with more ready access to the hidden job market
- The ability to earn an income to help offset the cost of University
- Gaining confidence as Liberal Arts graduates ready to take the next steps in their career

Program Benefits - Co-op will act as a competitive advantage for the Faculty of Arts in a crowded postsecondary market in Ontario. While a number of Universities across the province are increasingly offering co-op for Humanities and Social Sciences programs, Ryerson's unique positioning in downtown Toronto's cultural and economic hub provides an opportunity for Arts programs to stand out among prospective students as well as engage with a diverse range of potential industry and community partners.

Another advantage for academic programs is the experience which co-op students bring back to the classroom as they progress through their work terms. Bringing "real world" experience back to the academic community can help to enrich learning with different ideas and perspectives. Additionally, through co-op partnerships with employers, programs can benefit from increased exposure to the most current research and developments happening across industry sectors, which can help to keep program curriculum relevant for the labour market.

Finally, with admission into co-op being an "expected" CGPA combined with an application portfolio, the co-op program is designed to be accessible to students who normally would not see co-op as an option for themselves and ensures a variety of student experiences will be considered for admission to co-op. Equipping Arts students with "career capital" on par with their peers will further the Faculty's mission of driving positive change for community and individual empowerment.

Effects on Program Learning Outcomes and Undergraduate Degree Level Expectations - Co-operative education in Arts undergraduate programs will support overall UDLEs in the following ways:

UDLE 1. Depth and Breadth of Knowledge

The ability to apply learning from one or more areas outside the discipline

Students will demonstrate this through skills used and developed in the workplace, including using key concepts, methodologies and theoretical approaches to approach communication, tasks and problem solving.

UDLE 4. Communication Skills

The ability to communicate information, arguments, and analyses accurately and reliably, orally and in writing to a range of audiences

Students will demonstrate this by having to share information through a variety of methods in the workplace, both verbally and in writing. The workplace also tends to require the use of varied communication styles, given the range of individuals with a diversity of educational, professional, and personal backgrounds.

UDLE 6. Autonomy and Professional Capacity

Qualities and transferable skills necessary for further study, employment, community involvement and other activities requiring:

- *the exercise of initiative, personal responsibility and accountability in both personal and group contexts;*
- *working effectively with others; and*
- *decision-making in complex contexts.*

The ability to manage their own learning in changing circumstances, both within and outside the discipline and to select an appropriate program of further study.

Behaviour consistent with academic integrity and social responsibility.

Co-op will provide additional opportunities for students to develop core employability skills required for navigating the labour market (or postgraduate market) once they graduate. Students are evaluated by their employers on specific competencies, including initiative, collaboration, problem solving and judgment. Students will also be required to abide by the rules provided by the co-op program, which includes a commitment to academic integrity and non-academic conduct.

Employer Benefits - Employers who hire Arts co-op students will benefit from recruiting future graduates who are motivated and eager to learn while putting their theoretical knowledge into practice, as well as:

- Building an early talent pipeline with well-developed transferable skills as well as fresh perspectives and approaches.
- The ability to recruit full-time student staff throughout the academic year, as opposed to part-time or restricted only to the summer months.
- The opportunity to hire graduates who have gained experience within their own organization before graduation.
- The opportunity to hire graduates outside of the employer's typical candidate pool.
- The opportunity to complement employee professional development at their organization through co-op student supervision.
- A chance to inform how the University prepares students for careers in their field(s).
- New or strengthened relationships with the Faculty of Arts.
- Ability to benefit from the Ontario Co-operative Education Tax Credit.
- The opportunity for Alumni to give back and positively contribute to students' professional development.

Ryerson Career & Co-op Centre - The Ryerson Career & Co-op Centre (RCCC) will support the Arts Co-op Program through:

- Helping to prepare students for the job search and application process (including resume review and interview practice, 1:1 advising, workshops and events, etc.).
- Along with faculty, co-facilitating and providing a majority of the content for the mandatory prep course students take prior to their first work term.
- Providing advice and guidance to students throughout the co-op journey, including being the first point of contact for encouragement and solving any workplace issues which may arise.
- Supporting Faculty Advisors with all administrative work involved in co-op admissions.
- Helping students find and secure work through posting co-op jobs, sending applications to employers, arranging interviews on campus, presenting job offers, and collecting contracts.
- Monitoring students and employers during work terms (i.e. site visits, check-ins).
- Building relationships with current and potential employers (business development).

Faculty Advisors - The Co-op Faculty Advisor provides an integral link between the Career & Co-op Centre and the Faculty of Arts. Appointed for a three year term, to ensure Advisors are able to support students through the full cycle of their co-op journey, Advisors' responsibilities are summarised as follows:

- Provides the final approval for the student candidates shortlisted by the Co-op team, following students' application to co-op via an agreed two stage recruitment process (see Section 4A).
- Where necessary, approves any student requests to alter work and academic term sequences
- Approves co-op positions that have not been developed by the Career & Co-op Centre (student generated jobs)
- Grades work term reports and employer evaluations.
- In collaboration with the Co-op Program Specialist, maintains and revises the rubric for work term reports and employer evaluations.
- As required, supports the Co-op Program Specialist, in the review of any concerns raised by the student or employer in relation to the work term.
- Maintains and updates records of student enrollment on work terms and reviews the - academic standing of co-op students to maintain their participation in the co-op program.

Governance Structure - The following governance structure will be put in place between the Faculty of Arts (FoA) and Ryerson Career & Co-op Centre (RCCC):

- **Reporting Cycle:** RCCC will report annually on FoA co-op activity to Faculty and Department Councils. Metrics will be circulated both annually and at the close of each semester to provide timely insight into student development and activity.
- **Advisement Structure:** The Director, Career & Co-op Centre will sit on the Undergraduate Curriculum Committee, with non-voting, ex-officio status, ensuring full discussions on curriculum developments impacting co-op programming.
- **Faculty Co-op Advisor Committee:** Comprising each Program's Faculty Advisor, Faculty Co-op Program Specialists, the Associate Dean, Undergraduate Studies, and Co-op leadership. Meeting several times a year, the forum will address challenges and share co-op best practice across the Faculty.
- **Co-op Advisory Forum:** To include co-op employers, co-op student alumni, together with Faculty and Career & Co-op Centre representation, the forum will be set up in Year 3 of the program (23/24), ahead of the first graduating class. It will be utilized to ensure the Faculty's offering continues to respond to industry needs while providing accessible and diverse co-op opportunities to FoA students.

Anticipated Faculty Resource Commitments - As the program rolls out across all FoA programs/majors, it is proposed that the following resources will be required:

I. Faculty Advisor: This role will receive a nominal compensation from the Faculty per academic year to acknowledge the Advisor's time and the value of Co-op to the FoA student experience.

II. Co-op Administrative Support: Any additional resource required in future, will be covered by the Career & Co-op Centre as part of its operations.

Discussions were held with the Vice Provost Planning in February and April 2020, covering resources and projected annual growth, to ensure no unforeseen financial burdens fell on the Faculty as a result of introducing Co-op, and the overall approach to integrating the offering was determined to be sound.

Co-operative Education Fees - Co-op fees are calculated in accordance with the policies of Ryerson University and the Ministry of Training, Colleges and Universities (MTCU). Fees are paid in installments spread over the course of the student's study in order to reduce the financial burden on the student. Co-op fees are participation fees and are not a placement fee.

Admission Requirements - The proposed CGPA requirement is an "expected" 2.67 (B-), based on students' final grades from their first semester of study (or first five courses), conditional upon maintaining that CGPA by the end of the second semester. Setting the CGPA requirement at this level helps keep the program competitive, while helping to ensure it attracts students most suited to a co-op experience. Additionally, this requirement is consistent with the CGPA requirements for equivalent Co-op programs at peer institutions.

Keeping in line with the development of an accessible and inclusive co-op program, the use of the term "expected" as opposed to "minimum" will help co-op be seen as a viable option for all students, regardless of academic inclination.

In addition to the CGPA, the application portfolio requirement will include a Statement of Intent and a Resume. Given that admission to co-op will be competitive, students from programs where there are a particularly high number of applicants may also be required to undergo a screening interview to help with the selection process, to ensure that those students who would most benefit from a co-op experience are able to do so. All admission criteria will be assessed based on evaluation rubrics developed collaboratively by the Faculty of Arts and the Career & Co-op Centre.

Work Term Definition and Requirement - Co-operative education programs, as defined by CEWIL Canada, alternate students' academic study terms with work terms, which must be a minimum of 12 weeks and/or 420 hours of full-time, paid work. CEWIL's definition is that which guides co-operative education at Ryerson, and which forms the basis of the [Senate Policy 2](#) definition for co-op, which all co-operative education programs on campus conform to.

In order to fulfill the requirements of co-op, students must complete work experience equivalent to at least 30% of their time spent in academic study. Ryerson's Bachelor of Arts programs can be completed in four years or eight academic semesters, meaning students will be required to complete a minimum of three work terms, with the option to complete an additional fourth work term. With the approval of the Career & Co-op Centre as well as the program Faculty Advisor, students will be able to complete an 8 month work term. 12 month work terms will only be allowed in exceptional cases, given that part of the intention of having co-op in Arts is students getting the opportunity to explore a variety of job functions and/or work environments.

Exiting the Co-op Program - Students will be able to choose to exit co-op for personal reasons. In these cases, students will return to their regular (non-co-op) program. Course availability will depend on the semester the student chooses to re-enter the regular program. If a student's academic and/or work performance is not meeting the minimum co-op program requirements (e.g. student fails more than one co-op work term or GPA falls below the minimum expectation), they may be required to return to the regular program.

Students who exit or are required to withdraw from co-op will not be eligible for re-entry into co-op at a later date and may also be required to pay all or a portion of the co-op fee as deemed appropriate by the Career & Co-op Centre.

Risk Management - Students employed off campus can be faced with physical, psychological and/or social risks in the workplace, including stress, anxiety, and - although less commonly - exposure to unsafe working environments and interpersonal challenges, including potential for harassment and/or assault. The Career & Co-op Centre's strategies to minimize risk in co-op programs include:

- Staff screening of potential placement hosts as part of co-op job eligibility approval process
- A [7 touch point contact policy](#) which entails Co-op Program Specialists interacting weekly to biweekly with students via a variety of methods: email, phone, online engagement to ensure questions and potential areas of concerns ahead of a work term start or during a work term are captured and addressed at the earliest opportunity
- [Formal check-ins](#) with employer hosts to ensure any concerns or misunderstandings are caught at the earliest point in the student:employer relationship
- In-person site visits for all students on their first work term, which includes meeting with students individually as a formal check-in
- Mandatory payment policy for co-op jobs, which means that as employees of their host organizations, students are covered under their employer's insurance policy (e.g, WSIB)
- Teaching concepts such as employment rights, recognizing harassment at work, and managing work-related stress and anxiety as part of the mandatory co-op prep course occurring before a students' first work term
- Working closely with other offices under the Vice Provost Students, including the Centre for Student Development and Counselling and Office of Sexual Violence Support and Education, on a referral basis.

Curriculum Overview by Program

i. English

Regular Course Sequence	Co-op Course Sequence
Year I	Year I

Fall ENG 110 SSH 205 Table I (Humanities) Table I (Social Sciences) Table I or III	Winter ENG 208 SSH 105 Table I (Humanities) Table I (Social Sciences) Table III	Fall ENG 110 SSH 205 Table I (Humanities) Table I (Social Sciences) Table I or III	Winter ENG 208 SSH 105 Table I (Humanities) Table I (Social Sciences) Table III	Spring/Summer <i>Students off</i>
Year II		Year II		
Fall ENG 810 SSH 301 1 of ENG 421, 422, 531, 632, 634, 635 Table II Table A	Winter 1 of ENG 302, 304, 306, 307, 340 or 390 Table II (2) Table A Table I, III, IV	Fall ENG 810 SSH 301 1 of ENG 421, 422, 531, 632, 634, 635 Table A SSH104	Work Term 1	Spring/Summer <i>Students off or could take some electives</i>
Year III		Year III		
Fall ENG 400 1 of ENG 421, 422, 531, 632, 635 Table II (2) Table B	Winter Table II (2) Table III or IV (2) Table B	Work Term 2	Winter 1 of ENG 302, 304, 306, 307, 340 or 390 Table II (2) Table A Table II	Work Term 3
Year IV		Year IV		
Fall ENG 910 Table II (2) Table III or IV Table B	Winter Table II (3) Table III or IV Table B	Fall ENG 400 1 of ENG 421, 422, 531, 632, 635 Table II (2) Table B	Winter Table II (2) Table III or IV (2) Table B	Spring/Summer <i>Students off or could take some electives</i>
Year V		Year V		
		Fall ENG 910 Table II (2) Table III or IV Table B	Winter (if electives not already complete) Table II (3) Table III or IV Table B	Graduation

ii. History

Regular Course Sequence		Co-op Course Sequence		
Year I		Year I		
Fall SSH 205 HIS 100-490 Table I (Humanities) Table I (Social Sciences) Table I or III	Winter SSH 105 HIS 100-490 Table I (Humanities) Table I (Social Sciences) Table III	Fall SSH 205 HIS 100-490 Table I (Humanities) Table I (Social Sciences) Table I or III	Winter SSH 105 HIS 100-490 Table I (Humanities)	Spring/Summer

			Table I (Social Sciences) Table III	
Year II		Year II		
Fall SSH 301 HIS 401 HIS 100-490 Table A Table I/III/IV	Winter HIS 100-490 (2) Table A Table II (2)	Fall SSH 301 HIS 401 HIS 100-490 Table A SSH104	Work Term 1	Spring/Summer <i>Students off or could take some electives</i>
Year III		Year III		
Fall HIS 505 HIS 500/501/502 Table II Table II/IV Table B	Winter Table II (3) Table III/IV Table B	Work Term 2	Winter HIS 100-490 (2) Table A Table II (2)	Work Term 3
Year IV		Year IV		
Fall HIS 900s (1) Table II (2) Table III/IV Table B	Winter HIS 900s (1) Table II (2) Table III/IV Table B	Fall HIS 505 HIS 500/501/502 Table II Table II/IV Table B	Winter Table II (3) Table III/IV Table B	Spring/Summer <i>Students off or could take some electives</i>
		Year V		
		Fall HIS 900s (1) Table II (2) Table III/IV Table B	Winter HIS 900s (1) Table II (2) Table III/IV Table B	Graduation

iii. Politics & Governance

Regular Course Sequence		Co-op Course Sequence		
Year I		Year I		
Fall POG 100 SSH 205 Table I (3)	Winter POG 110 SSH 105 Table I Table I or III Table III	Fall POG 100 SSH 205 Table I (3)	Winter POG 110 SSH 105 Table I Table I or III Table III	Spring/Summer <i>Option to fast track: Students will have access to some Table II, III, IV, A and B courses.</i>
Year II		Year II		
Fall POG 210 POG 214 POG 240 Table A Table I/III/IV	Winter POG 230 POG 225 POG 235 SSH 301 Table A	Fall POG 210 POG 214 POG 240 Table A SSH104	Work Term 1	Spring/Summer <i>Option to fast track: Students will have access to some Table II,</i>

				III, IV, A and B courses.
Year III		Year III		
Fall INP 900 POG 320 Table II (2) Table III/IV	Winter Table II (2) Table B (2) Table III/IV	Work Term 2	Winter POG 230 POG 225 POG 235 SSH 301 Table A	Work Term 3
Year IV		Year IV		
Fall Table II (3) Table B Table III/IV	Winter Table II (3) Table B Table III/IV	Fall INP 900 POG 320 Table II (2) Table III/IV	Winter Table II (2) Table B (2) Table III/IV	Spring/Summer <i>Option to fast track: Students will have access to some Table II, III, IV, A and B courses.</i>
		Year V		
		Fall Table II (3) Table B Table III/IV	Winter (if not finished) Table II (3) Table B Table III/IV	Graduation

iv. Sociology

Regular Course Sequence		Co-op Course Sequence		
Year I		Year I		
Fall SSH 105 SSH 205 Table I (Humanities) Table I (Social Sciences) Table I or III	Winter SSH 107 SSH 105 Table I (Humanities) Table I (Social Sciences) Table III	Fall SSH 105 SSH 205 Table I (Humanities) Table I (Social Sciences) Table I or III	Winter SSH 107 SSH 105 Table I (Humanities) Table I (Social Sciences) Table III	Spring/Summer
Year II		Year II		
Fall SOC 470 SSH 301 SOC 427 Table A Group 1	Winter SOC 411 SOC 473 Group 1 Table A Table I/III/IV	Fall SOC 470 SSH 301 SOC 427 Table A SSH104	Work Term 1	Spring/Summer <i>Students off or could take some electives</i>
Year III		Year III		
Fall SOC 475 SOC 481 Table II Table III/IV Table B	Winter SOC 482 SOC 483 Table II Table III/IV Table B	Work Term 2	Winter SOC 411 SOC 473 Group 1 Table A Table III/IV	Work Term 3

Year IV		Year IV		
Fall SOC 490 Table II (2) Table III/IV Table B	Winter Group 2 Table II (2) Table III/IV Table B	Fall SOC 475 SOC 481 Group 1 Table III/IV Table B	Winter SOC 482 SOC 483 Table II Table III/IV Table B	Spring/Summer <i>Students off or could take some electives</i>
Year V		Year V		
Fall SOC 490 Table II (2) Table III/IV Table B	Winter Group 2 Table II (3) Table B	Graduation		

New Courses for Arts Co-op Program

i. SSH 104: Co-op Program Preparation - Arts students in co-op will be required to take a mandatory preparatory course which students will access during their second year before their first work term. The course will first be offered in Fall 2021 and will replace one core elective (from Table I, III, IV) from the regular course sequence. SSH 104 will also be added to Table I for all programs in their degree as a core elective. Should a student not continue with the co-op option, completion of the course will still count as a core elective (Table I). Enrollment in SSH 104 is approved by Departmental Consent as part of a student's acceptance into the co-op program.

Proposed Calendar Description

This course will help students prepare for their co-op work terms. Students will develop career development and job search skills including resume and cover letter writing, interviewing, and networking. Students will critically reflect on the components that ensure healthy, inclusive, and safe workplaces and will actively and collaboratively define personal strategies for cultivating them. This course will be graded and must be taken before students go out on their first work term.

Consent: Departmental Consent required

Proposed Learning Outcomes

By the end of this course students will be able to:

1. Understand core and necessary components of the Ryerson co-op student experience, including:
 - a. The co-op program timeline
 - b. Expectations of ethical and professional workplace conduct
 - c. One's rights as an employee and/or worker in Canada (as framed within the Employment Standards Act, the Labour Relations Act, and the Occupational Health and Safety Act)
 - d. The roles and responsibilities of all parties involved in planning and delivering the co-op program, including the student, employer, and Co-op Program Specialist
2. Understand and demonstrate fundamental skills in career planning and career management, including the ability to:
 - a. Understand and begin developing strategies for how to conduct labour market research
 - b. Find and use labour market information to develop strategies for securing co-op work terms and setting self-determined career goals
 - c. Describe and define crucial labour market distinctions, including the formal and informal economy, employment and self-employment, and the hidden labour market
 - d. Design and develop effective career- and profile-related materials and/or portfolio documents
 - e. Understand and demonstrate effective interviewing and networking strategies

3. Evaluate key aspects of undergraduate Liberal Arts scholarship in relation to co-op program participation, including the ability to:
 - a. Describe and demonstrate existing and emerging skill in scholarly and interpersonal communication, project design and planning, empirical research, data analysis, critical thinking among other relevant discipline-specific and/or social sciences and humanities competencies
 - b. Describe and demonstrate existing and emerging skill in contextualized and transferable workplace competencies, such as essential skills and 21st century skills
4. Understand and apply elements and principles of equity, diversity, and inclusion to a workplace setting by developing the ability to:
 - a. Identify and discuss strategies and formal policies for achieving accessibility, belonging, fairness, and justice in the workplace
 - b. Identify and discuss strategies and formal policies for eliminating discrimination, harassment, and hate in the workplace
 - c. Identify and map systems of power that contribute to structural barriers, systemic inequalities, and the complex ways they impact the lives and well-being of workers from equity seeking groups in and beyond workplace settings

ii. Arts Co-op WKT Courses - Students will register in the following WKT courses for their co-op work terms. Proposed calendar descriptions are included below.

WKT 150 - Work Term I

For students enrolled in the Co-op Program option. The co-op position must be related to the humanities and/or social sciences. Positions should involve project work but some routine work is acceptable. This course is graded on a pass/fail basis. *Prerequisite: SSH 104*

WKT 250 - Work Term II

For students enrolled in the Co-op Program option. The co-op position must be related to the humanities and/or social sciences. Positions should involve project work but some routine work is acceptable. This course is graded on a pass/fail basis.

WKT 350 - Work Term III

For students enrolled in the Co-op Program option. The co-op position must be related to the humanities and/or social sciences. Positions should involve project work but some routine work is acceptable. This course is graded on a pass/fail basis.

WKT 450 - Work Term IV (Optional)

For students enrolled in the Co-op Program option. The co-op position must be related to the humanities and/or social sciences. Positions should involve project work but some routine work is acceptable. This course is graded on a pass/fail basis.

Recommendation

Having satisfied itself of the merit of this proposal, the Academic Standards Committee recommends: *That Senate approve the introduction of optional undergraduate co-op programs in the Faculty of Arts.*

D. SCHOOL OF BUSINESS MANAGEMENT – MARKETING MANAGEMENT – Revisions to the co-op work term schedule

This document proposes an amendment to the sequence of academic study and Co-operative education (Co-op) work terms in the MKT – Co-operative Education Program at TRSM, commencing in the 2021 -2022 academic year.

Background and Rationale - Currently, students in the MKT Co-op option are required to complete four work terms before they graduate, with their final work term taking place during their last semester. The proposed change of the Co-op work term sequence for MKT brings it in line with other Co-op program requirements, in that the last semester is an academic semester, not a work term. The other advantage to this new sequence is that students feel less pressure securing their 1st work term as the Winter semester has less students overall competing. The sequence of courses in the program will not be impacted by the proposed Co-op sequence. Course material covered prior to an initial work term is compatible with the demands of a Co-op option and needs of the employer community. The proposed new sequence will continue to meet the program accreditation standards of Co-operative Education and Work-Integrated Learning Canada (CEWIL).

Current MKT Work Term Sequence Schedule- Current MKT Co-op students will remain on the existing academic and work term sequence under which they entered the program, as outlined below:

	Fall	Winter	Spring/Summer
Year 1	1st semester	2nd semester	
Year 2	3rd semester	4th semester	
Year 3	5th semester	6th semester	WKT 135
Year 4	7 th semester	WKT 235	WKT 335
Year 5	8 th semester	WKT 435	

Proposed MKT Work Term Sequence - The new sequence will be applied to all students accepted into the Co-op option as of June 2021:

	Fall	Winter	Spring/Summer
Year 1	1st semester	2nd semester	
Year 2	3rd semester	4th semester	
Year 3	5th semester	WKT 135	WKT 235
Year 4	6th semester	WKT 335	WKT 435
Year 5	7th semester	8th semester	

MKT Program Learning Outcomes and Co-operative Education -

Degree Learning Outcomes Graduates of this degree will:	Enhanced by this Proposal
Devise an integrated marketing strategy, including tactical applications of the marketing mix that will contribute to the enactment of the intended strategy.	By the moving work terms to earlier semester, student can apply their introductory learning to test the understanding of concepts and theory earlier and allow for preparation for capstone courses in final year
Gather, analyze, and interpret both (a) qualitative and (b) quantitative data (e.g., business reports, marketing research reports, whitepapers, data analytics) to propose evidence-based marketing recommendations.	By moving the work terms to earlier semesters, student are able to practice and hone their data gathering and analysis skills in a professional context, which will prepare them for the final year capstone courses.

Student Feedback - The Business Career Hub and TRSM Co-op Office encourage students to provide feedback about the job search process, work term experience, and quality of services provided. A topic that routinely comes to the attention of our Co-op Office staff is that students find it more challenging to secure a 1st work term in the Summer, because they are competing with many more Co-op and non-Co-op students seeking work during the Summer semester. Changing the first work term for MKT students from Summer to Fall, alleviates pressure on students and improves their ability to secure a work term earlier.

Comparator Programs - Most programs sequence their Co-op programming such that students finish the final year of their academic program with capstone/compulsory courses. The current Ryerson marketing sequence has students completing their degrees with a final work term, as shown below:

Laurier University- Bachelor of Business Administration (BBA) Sequence

	Fall	Winter	Summer
Year 1	Study Term	Study Term	Break
Year 2	Study Term	Study Term	Work Term 1
Year 3	Study Term	Work Term 2	Study Term
Year 4	Work Term 3	Study Term	Study Term

Alternate Sequence

	Fall	Winter	Summer
Year 1	Study Term	Study Term	Break
Year 2	Study Term	Study Term	Study Term
Year 3	Work Term 1	Work Term 2	Study Term
Year 4	Work Term 3	Study Term	Study Term

Brock University- Bachelor of Business Administration – Marketing

	Fall	Winter	Summer
Year 1	Study Term	Study Term	Break
Year 2	Study Term	Study Term	Study Term
Year 3	Work Term 1	Study Term	Work Term 2
Year 4	Study Term	Work Term 3	Study Term
Year 5	Study Term		

University of Toronto- Scarborough Campus (UTSC) – Bachelor of Business Administration

4-Month Sequence Options

	Fall	Winter	Summer
Year 1	Study Term	Study Term	Break
Year 2	Work Term 1	Study Term	Work Term 2
Year 3		Work Term 3	
Year 4	Study Term	Study Term	

	Fall	Winter	Summer
Year 1	Study Term	Study Term	Break
Year 2	Study Term	Work Term 1	Study Term
Year 3	Work Term 2	Study Term	Work Term 3
Year 4	Study Term	Study Term	

8-Month Work Term Options

	Fall	Winter	Summer
Year 1	Study Term	Study Term	Break

Year 2	Work Term 1	Work Term 2	Study Term
Year 3	Work Term 3	Study Term	Study Term
Year 4	Study Term	Study Term	

	Fall	Winter	Summer
Year 1	Study Term	Study Term	Break
Year 2	Study Term	Work Term 1	Work Term 2
Year 3	Study Term	Work Term 3	Study Term
Year 4	Study Term	Study Term	

How Changes to the Co-op Education Sequence will be Communicated - We are requesting the proposed resequencing of Co-op work terms be implemented in the 2021-2022 academic year to allow students and staff to announce the plan. We have a number of communication modes through which we will communicate these changes to employers and students:

- 1) Student and Employer Emails: contact data from our Salesforce and Orbis databases
- 2) Career Consultants and Co-op Coordinators will work closely with students and employers
- 3) Co-op Web-site
- 4) Co-op E-Newsletter

Implementation Plan – Following Senate approval, the new sequencing will take effect for the Fall 2021 cohort. Fall 2020 and prior cohorts will follow the current co-op sequencing. The department is prepared to continue to offer the current co-op sequence to these cohorts of students.

Recommendation

Having satisfied itself of the merit of this proposal, the Academic Standards Committee recommends: *That Senate approve the revisions to the work term schedule in the School of Business Management – Marketing Management co-op program.*

E. SCHOOL OF BUSINESS MANAGEMENT – ALL MAJORS – Reduction in the total number of courses, from 41 to 40, required for the degree

The School of Business Management (SBM) is proposing to reduce the number of courses required for the Bachelor of Commerce – Business Management program from 41 to 40, effective for students entering Fall 2021.

Rationale - The Bachelor of Commerce – Business Management degree program currently requires students to complete 41 courses in order to graduate. In the landscape of post-secondary education this is an unusual requirement for a standard undergraduate degree program. As a result, it has resulted in a higher-than-normal course load for students in the first year of the program and does not result in additional revenue for the university. While full-time undergraduate fees do cover five to seven courses per semester, electing to take more than five courses should be the student’s decision and not the requirements of the program, unless for exceptional circumstances.

All undergraduate degree programs at the Ted Rogers School of Management (TRSM) grant a Bachelor of Commerce degree. The School of Business Management believes that it is unequitable that students in different programs are required to take a different number of courses to earn the same degree credential. Reducing the required number of courses to graduate from 41 to 40 and rebalancing the curriculum will lessen the financial costs on students and support their overall well-being, particularly for students in the first year of the program.

Proposed Changes to Achieve 40 Courses

Step 1: Reduce Number of Elective Courses - The Business Management program currently requires students to take 11 courses in the first year of the program, followed by 10 courses in each subsequent year. In order to

reduce the total number of courses by one, each department/major will remove one elective course, either a Professional Elective or Professionally-related (PR) course.¹

Each department will make the following reductions:

Economics & Management Science: 1 PR course removed from Third Year

Entrepreneurship: 1 PR course removed from Third Year

Global Management Studies: 1 PR course removed from Third Year

Human Resources Management: 1 Professional elective course removed from Third Year

Law and Business: 1 Professional elective course removed from Third Year

Marketing Management: 1 PR course removed from Third Year

Real Estate Management: 1 PR course removed from Third Year

As shown in the tables below, these reductions will not move any of the program/majors outside of the acceptable ranges for program balance. Highlighted percentages reflect the reductions proposed by each department with a revised 40-course curriculum.

Program breakdown by percentage of courses

	Economics & Mgmt Sc.	Entrepr.	Global Mgmt Studies	HR Mgmt	Law & Business	Marketing Mgmt	Real Estate Mgmt	Tripartite Model	New Model (Open Electives)
Professional/Core	73-75%	72.5%	75%	70%	75%	60-70%	72.5%	50-75%	60-75%
PR/OE	10-13%	12.5%	10%	15%	10%	15-25%	12.5%	10-40%	10-25%
Liberal Studies	15%	15%	15%	15%	15%	15%	15%	8-20%	15-20%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%

Step 2: Re-position Program Core Courses

In order to achieve an even distribution of courses in each year of the program, several program core courses will be re-positioned. As all of the departments chose to remove an elective course from the third year of the program/major, the addition of FIN 401 in the same year achieves the objective of balancing the curriculum. In planning the revised sequence displayed above, the School of Business Management consulted with all affected teaching departments, including: Accounting, Finance, Global Management Studies, Information Technology Management, as well as the School of Professional Communication. All departments supported the revised core curriculum sequence. Additionally, TRSM Student Advising as well as the TRSM Academic Success Centre provided valuable feedback and expressed support for the proposed changes.

Impact of Changes

Learning Outcomes - The proposed resequencing of the core curriculum will not negatively impact any of the program learning outcomes for the Bachelor of Commerce – Business Management degree. The majority of courses that will be re-positioned are in the first two years of the program and serve to introduce learning outcomes. The only affected course that reinforces some of the program learning outcomes is FIN 401, which will be moved to 5th semester of third year. This change will benefit the progression of learning outcomes by positioning the course in closer proximity to the capstone course, BUS 800, of which FIN 401 is a prerequisite.

The re-sequenced core curriculum will feature a first year that introduces students to the foundations of business and ensures that they have the quantitative skills necessary to progress to more demanding subjects such as accounting and finance. Notably, ACC 100, ACC 406, FIN 300, and 401 will all be pushed back in order to

¹ As the School of Business Management does not yet have an expected date for transitioning to the Open Elective model, the category “Professionally-related” will be used in reference to the proposed changes in this document.

achieve the goal of distributing the courses evenly. The advantage of this sequence is two-fold: first, all students will be required to take QMS 110 before beginning more advanced quantitative courses; and second, an additional semester is positioned between each set of accounting and finances courses. For students who struggle with these subjects, they will be afforded additional time to retake a failed or dropped course and not fall behind in the program.

Prerequisites - In planning the revised sequence of the core curriculum, careful consideration was given to the existing prerequisite structure that governs both core and major-specific courses. The proposed sequence presents no conflicts with current prerequisites.

Minors - The proposed changes will not impact students' access to Minors offered by the Ted Rogers School of Management. The program is aware that FIN 401 is a prerequisite for FIN 501, which is a required course for the Finance Minor. FIN 501 is offered regularly in the fall and winter semesters and therefore students should not be hindered from completing this Minor.

Part-time Program - As no required courses are being added or removed, the Part-time program will not be impacted by the proposed changes.

Direct Entry Program - Currently, FIN 401 is listed as one of the reachback courses for students admitted into the Direct Entry program for all majors. The course will be removed from the list of reachback courses and will become part of the program requirements in third year. Along with FIN 300, it will remain ineligible for transfer credits.

Co-op Options - Consultations with the TRSM Business Career Hub have determined that the re-sequenced core curriculum will have minimal or no impact on the Co-op options for the Business Management program. The only exception is the sequence for the Entrepreneurship Major, which has positioned its first work term immediately prior to the 5th semester, where FIN 406 will be required. That said, all other Co-op options at the Ted Rogers School of Management require several work terms before students take the prerequisite to FIN 401, which is FIN 300 (or its equivalent).

Chang School of Continuing Education - The School of Business Management does not anticipate that the proposed curriculum changes will impact programming offered through the Chang School of Continuing Education.

Implementation Plan - The proposed changes to the core and major curriculums will be implemented starting Fall 2021. Changes to the core curriculum will not be retroactive and will only affect students starting the program in 2021 and beyond. As no required courses are being added or removed from the curriculum(s), the implementation of the proposed changes will be a straightforward transition. The SBM departments and TRSM Student Advising will provide students with up-to-date information, and advise students, accordingly, based on when they began their studies in the program.

Curriculum Revisions by Department/Major

Economics and Management Science - *For students admitted prior to Fall 2021.*

First Year			
1 st Semester		2 nd Semester	
ACC 100	Introductory Financial Accounting	ACC 406	Intro. Management Accounting
ECN 104	Introductory Microeconomics	ECN 204	Introductory Macroeconomics
ITM 102±	Business Information Systems I	GMS 200	Introduction to Global Management
QMS 110	Applied Mathematics for Business	MHR 523	Human Resources Management
	Lower-Level Liberal Studies	MKT 100±	Principles of Marketing
		QMS 210	Applied Statistics for Business
Second Year			

3 rd Semester		4 th Semester	
FIN 300	Managerial Finance I	FIN 401	Managerial Finance II
LAW 122*	Business Law	CMN 279*	Intro. to Professional Communication
GMS 401	Operations Management	ECN 230	Mathematics for Economics
QMS 702	Calculus for Business	QMS 442	Multiple Regression for Business
	Lower-Level Liberal Studies		Lower-Level Liberal Studies
Third Year			
5 th & 6 th Semester			
ECN 301	Intermediate Macroeconomics I	QMS 703	Business Forecasting Techniques
ECN 504	Intermediate Microeconomics I		Upper-Level Liberal Studies
ECN 600	Intermediate Macroeconomics II		Upper-Level Liberal Studies
ECN 627	Econometrics I		Professionally-related
ECN 700	Intermediate Microeconomics II		Professionally-related
Fourth Year			
7 th & 8 th Semester			
BUS 800	Strategic Management		Professionally-related
	Professional Elective		Professionally-related
	Professional Elective		Professionally-related
	Professional Elective		Upper-Level Liberal Studies
	Professional Elective		Professional or PR

± ITM 102 and MKT 100 are timetabled either in the 1st or 2nd semester.

*CMN 279 and LAW 122 are timetabled either in the 3rd or 4th semester.

Revised curriculum begins 2021-2022 for students admitted Fall 2021 and after - 1 PR course removed from Third Year, as per Department's recommendation.

First Year			
1 st Semester		2 nd Semester	
QMS 110	Applied Mathematics for Business	QMS 210	Applied Statistics for Business
ECN 104	Introductory Microeconomics	ECN 204	Introductory Macroeconomics
CMN 279±	Intro. to Professional Communication	MKT 100±	Principles of Marketing
GMS 200	Intro. to Global Management	ACC 100	Introductory Financial Accounting
	Lower-Level Liberal Studies	MHR 523	Human Resources Management
Second Year			
3 rd Semester		4 th Semester	
FIN 300	Managerial Finance I	ACC 406	Intro. Management Accounting
LAW 122*	Business Law	ITM 102*	Business Information Systems I
GMS 401	Operations Management	ECN 230	Mathematics for Economics
QMS 702	Calculus for Business	QMS 442	Multiple Regression for Business
	Lower-Level Liberal Studies		Lower-Level Liberal Studies
Third Year			
5 th & 6 th Semester			
FIN 401	Managerial Finance II	ECN 700	Intermediate Microeconomics II

ECN 301	Intermediate Macroeconomics I	QMS 703	Business Forecasting Techniques
ECN 504	Intermediate Microeconomics I		Upper-Level Liberal Studies
ECN 600	Intermediate Macroeconomics II		Upper-Level Liberal Studies
ECN 627	Econometrics I		Professionally-related
Fourth Year			
7th & 8th Semester			
BUS 800	Strategic Management		Professionally-related
	Professional Elective		Professionally-related
	Professional Elective		Professionally-related
	Professional Elective		Upper-Level Liberal Studies
	Professional Elective		Professional or PR

± CMN 279 and MKT 100 are timetabled either in the 1st or 2nd semester.

*LAW 122 and ITM 102 are timetabled either in the 3rd or 4th semester.

Entrepreneurship - For students admitted prior to Fall 2021.

First Year			
1st Semester		2nd Semester	
ACC 100	Introductory Financial Accounting	ACC 406	Introductory Managerial Accounting
ECN 104	Introductory Microeconomics	ECN 204	Introductory Macroeconomics
ITM 102±	Business Information Systems I	GMS 200	Introduction to Global Management
QMS 110	Applied Mathematics for Business	MHR 523	Human Resources Management
	Lower-Level Liberal Studies	MKT 100±	Principles of Marketing
		QMS 210	Applied Statistics for Business
Second Year			
3rd Semester		4th Semester	
FIN 300	Managerial Finance I	FIN 401	Managerial Finance II
LAW 122*	Business Law	CMN 279*	Intro. to Professional Communication
GMS 401	Operations Management	ENT 601	Identifying Opportunities
ENT 526	Entrepreneurial Behaviour and Strategy		Lower-Level Liberal Studies
	Lower-Level Liberal Studies		Professionally-related
Third Year			
5th & 6th Semester			
ENT 56A/B**	Entrepreneurial Skills Development		Upper-Level Liberal Study
ENT 527	Studies in Entrepreneurship		Professional Elective
ENT 555	Managing Small and Medium Enterprises		Professionally-related
ENT 577	Entrepreneurial Selling		Professionally-related
	Upper-Level Liberal Study		
Fourth Year			
7th & 8th Semester			
BUS 800	Strategic Management		Professional Elective

ENT 78A/B	Advanced Entrepreneurship		Professionally-related
ENT 511	Funding New Ventures		Professionally-related
ENT 725	Management of Innovation		Professionally-related
	Upper-Level Liberal Study		

± ITM 102 and MKT 100 are timetabled either in the 1st or 2nd semester.

*CMN 279 and LAW 122 are timetabled either in the 3rd or 4th semester.

Revised curriculum begins 2021-2022 for students admitted Fall 2021 and after - 1 Professionally-related course removed from Third Year, as per Department's recommendation.

First Year			
1 st Semester		2 nd Semester	
QMS 110	Applied Mathematics for Business	QMS 210	Applied Statistics for Business
ECN 104	Introductory Microeconomics	ECN 204	Introductory Macroeconomics
CMN 279±	Intro. to Professional Communication	MKT 100±	Principles of Marketing
GMS 200	Intro. to Global Management	ACC 100	Introductory Financial Accounting
	Lower-Level Liberal Studies	MHR 523	Human Resources Management
Second Year			
3 rd Semester		4 th Semester	
FIN 300	Managerial Finance I	ACC 406	Intro. Management Accounting
LAW 122*	Business Law	ITM 102*	Business Information Systems I
GMS 401	Operations Management	ENT 601	Identifying Opportunities
ENT 526	Entrepreneurial Behaviour and Strategy		Lower-Level Liberal Studies
	Lower-Level Liberal Studies		Professionally-related
Third Year			
5 th & 6 th Semester			
FIN 401	Managerial Finance II		Upper-Level Liberal Study
ENT 56A/B**	Entrepreneurial Skills Development		Upper-Level Liberal Study
ENT 527	Studies in Entrepreneurship		Professional Elective
ENT 555	Managing Small and Medium Enterprises		Professionally-related
ENT 577	Entrepreneurial Selling		
Fourth Year			
7 th & 8 th Semester			
BUS 800	Strategic Management		Professional Elective
ENT 78A/B	Advanced Entrepreneurship		Professionally-related
ENT 511	Funding New Ventures		Professionally-related
ENT 725	Management of Innovation		Professionally-related
	Upper-Level Liberal Study		

± CMN 279 and MKT 100 are timetabled either in the 1st or 2nd semester.

*LAW 122 and ITM 102 are timetabled either in the 3rd or 4th semester.

Global Management Studies - For students admitted prior to Fall 2021.

First Year			
1st Semester		2nd Semester	
ACC 100	Introductory Financial Accounting	ACC 406	Introductory Managerial Accounting
ECN 104	Introductory Microeconomics	ECN 204	Introductory Macroeconomics
ITM 102±	Business Information Systems I	GMS 200	Introduction to Global Management
QMS 110	Applied Mathematics for Business	MHR 523	Human Resources Management
	Lower-Level Liberal Studies	MKT 100±	Principles of Marketing
		QMS 210	Applied Statistics for Business
Second Year			
3rd Semester		4th Semester	
FIN 300	Managerial Finance I	FIN 401	Managerial Finance II
LAW 122*	Business Law	CMN 279*	Intro. to Professional Communication
GMS 401	Operations Management	GMS 400	The Global Business Environment
GMS 402	Introduction to Managerial Economics	GMS 450	Project Management
	Lower-Level Liberal Studies		Lower-Level Liberal Study
Third Year			
5th & 6th Semester			
FIN 621	International Finance		Upper-Level Liberal Study
GMS 522	International Marketing		Professional Elective
GMS 723	International Trade		Professional Elective
GMS 802	Ethics and Regulation of Int'l Bus		Professional Elective
	Upper-Level Liberal Study		Professionally-related
Fourth Year			
7th & 8th Semester			
BUS 800	Strategic Management		Professional Elective
GMS 724	Management of International Enterprise		Professionally-related
GMS 850	Global Management Strategy		Professionally-related
	Upper-Level Liberal Study		Professionally-related
	Professional Elective		Professionally-related

± ITM 102 and MKT 100 are timetabled either in the 1st or 2nd semester.

*CMN 279 and LAW 122 are timetabled either in the 3rd or 4th semester.

Revised curriculum begins 2021-2022 for students admitted Fall 2021 and after - 1 Professionally-related course removed from Third Year, as per Department's recommendation. FIN 401 is a pre-requisite for FIN 621; will require scheduling in 5th and 6th semesters respectively.

First Year			
1st Semester		2nd Semester	
QMS 110	Applied Mathematics for Business	QMS 210	Applied Statistics for Business
ECN 104	Introductory Microeconomics	ECN 204	Introductory Macroeconomics

CMN 279±	Intro. to Professional Communication	MKT 100±	Principles of Marketing
GMS 200	Intro. to Global Management	ACC 100	Introductory Financial Accounting
	Lower-Level Liberal Studies	MHR 523	Human Resources Management
Second Year			
3 rd Semester		4 th Semester	
FIN 300	Managerial Finance I	ACC 406	Intro. Management Accounting
LAW 122*	Business Law	ITM 102*	Business Information Systems I
GMS 401	Operations Management	GMS 400	The Global Business Environment
GMS 402	Introduction to Managerial Economics	GMS 450	Project Management
	Lower-Level Liberal Studies		Lower-Level Liberal Study
Third Year			
5 th & 6 th Semester			
FIN 401	Managerial Finance II	FIN 621	International Finance
GMS 522	International Marketing		Upper-Level Liberal Study
GMS 723	International Trade		Upper-Level Liberal Study
GMS 802	Ethics and Regulation of Int'l Bus		Professional Elective
	Professional Elective		Professional Elective
Fourth Year			
7 th & 8 th Semester			
BUS 800	Strategic Management		Professional Elective
GMS 724	Management of International Enterprise		Professionally-related
GMS 850	Global Management Strategy		Professionally-related
	Upper-Level Liberal Study		Professionally-related
	Professional Elective		Professionally-related

± CMN 279 and MKT 100 are timetabled either in the 1st or 2nd semester.

*LAW 122 and ITM 102 are timetabled either in the 3rd or 4th semester.

Human Resources Management - For students admitted prior to Fall 2021.

First Year			
1 st Semester		2 nd Semester	
ACC 100	Introductory Financial Accounting	ACC 406	Introductory Managerial Accounting
ECN 104	Introductory Microeconomics	ECN 204	Introductory Macroeconomics
ITM 102±	Business Information Systems I	GMS 200	Introduction to Global Management
QMS 110	Applied Mathematics for Business	MHR 523	Human Resources Management
	Lower-Level Liberal Studies	MKT 100±	Principles of Marketing
		QMS 210	Applied Statistics for Business
Second Year			
3 rd Semester		4 th Semester	
FIN 300	Managerial Finance I	FIN 401	Managerial Finance II

LAW 122*	Business Law	CMN 279*	Intro. to Professional Communication
GMS 401	Operations Management	MHR 520	Industrial Relations Foundations
MHR 405	Organizational Behaviour	BUS 221	Business Decision-Making
	Lower-Level Liberal Studies		Lower-Level Liberal Studies
Third Year			
5th & 6th Semester			
MHR 741	Managing Interpersonal Dynamics and Teams		Professional Elective
	Upper-Level Liberal Study		Professional Elective
	Upper-Level Liberal Study		Professionally-related
	Professional Elective		Professionally-related
	Professional Elective		Professionally-related
Fourth Year			
7th & 8th Semester			
BUS 800	Strategic Management		Professional Elective
MHR 901	Strategic Human Resources Management		Professional Elective
	Upper-Level Liberal Study		Professionally-related
	Professional Elective		Professionally-related
	Professional Elective		Professionally-related

± ITM 102 and MKT 100 are timetabled either in the 1st or 2nd semester.

*CMN 279 and LAW 122 are timetabled either in the 3rd or 4th semester.

Revised curriculum begins 2021-2022 for students admitted Fall 2021 and after - Removed 1 Professional Elective course from Third Year, as per Department's recommendation.

First Year			
1st Semester		2nd Semester	
QMS 110	Applied Mathematics for Business	QMS 210	Applied Statistics for Business
ECN 104	Introductory Microeconomics	ECN 204	Introductory Macroeconomics
CMN 279±	Intro. to Professional Communication	MKT 100±	Principles of Marketing
GMS 200	Intro. to Global Management	ACC 100	Introductory Financial Accounting
	Lower-Level Liberal Studies	MHR 523	Human Resources Management
Second Year			
3rd Semester		4th Semester	
FIN 300	Managerial Finance I	ACC 406	Intro. Management Accounting
LAW 122*	Business Law	ITM 102*	Business Information Systems I
GMS 401	Operations Management	BUS 221	Business Decision-Making
MHR 405	Organizational Behaviour	MHR 520	Industrial Relations Foundations
	Lower-Level Liberal Studies		Lower-Level Liberal Studies
Third Year			
5th & 6th Semester			
FIN 401	Managerial Finance II		Professional Elective

MHR 741	Managing Interpersonal Dynamics and Teams		Professional Elective
	Upper-Level Liberal Study		Professionally-related
	Upper-Level Liberal Study		Professionally-related
	Professional Elective		Professionally-related
Fourth Year			
7th & 8th Semester			
BUS 800	Strategic Management		Professional Elective
MHR 901	Strategic Human Resources Management		Professional Elective
	Upper-Level Liberal Study		Professionally-related
	Professional Elective		Professionally-related
	Professional Elective		Professionally-related

± CMN 279 and MKT 100 are timetabled either in the 1st or 2nd semester.

*LAW 122 and ITM 102 are timetabled either in the 3rd or 4th semester.

Law and Business - For students admitted prior to Fall 2021.

First Year			
1st Semester		2nd Semester	
ACC 100	Introductory Financial Accounting	ACC 406	Introductory Managerial Accounting
ECN 104	Introductory Microeconomics	ECN 204	Introductory Macroeconomics
ITM 102±	Business Information Systems I	GMS 200	Introduction to Global Management
QMS 110	Applied Mathematics for Business	MHR 523	Human Resources Management
	Lower-Level Liberal Studies	MKT 100±	Principles of Marketing
		QMS 210	Applied Statistics for Business
Second Year			
3rd Semester		4th Semester	
FIN 300	Managerial Finance I	FIN 401	Managerial Finance II
LAW 122	Business Law	CMN 279	Intro. to Professional Communication
GMS 401	Operations Management	LAW 204	Legal Analysis in a Business Context
BUS 221	Business Decision-Making	LAW 534	Government Regulation of Business
	Lower-Level Liberal Studies		Lower-Level Liberal Studies
Third Year			
5th & 6th Semester			
BUS 223	Ethics in Commerce		Professional Elective
LAW 603	Advanced Business Law		Upper-Level Liberal Studies
	Professional Elective		Upper-Level Liberal Studies
	Professional Elective		Professionally-related
	Professional Elective		Professionally-related
Fourth Year			
7th & 8th Semester			
BUS 800	Strategic Management		Professional Elective

LAW 533	Corporate Social Responsibility and the Law		Professional Elective
LAW 722	Law and Canadian Business		Upper-Level Liberal Study
	Professional Elective		Professionally-related
	Professional Elective		Professionally-related

± ITM 102 and MKT 100 are timetabled either in the 1st or 2nd semester.

Revised curriculum begins 2021-2022 for students admitted Fall 2021 and after - Removed 1 Professional Elective from Third Year, as per Department's recommendation.

First Year			
1 st Semester		2 nd Semester	
QMS 110	Applied Mathematics for Business	QMS 210	Applied Statistics for Business
ECN 104	Introductory Microeconomics	ECN 204	Introductory Macroeconomics
CMN 279±	Intro. to Professional Communication	MKT 100±	Principles of Marketing
GMS 200	Intro. to Global Management	ACC 100	Introductory Financial Accounting
	Lower-Level Liberal Studies	MHR 523	Human Resources Management
Second Year			
3 rd Semester		4 th Semester	
FIN 300	Managerial Finance I	ACC 406	Intro. Management Accounting
LAW 122	Business Law	ITM 102	Business Information Systems I
GMS 401	Operations Management	LAW 204	Legal Analysis in a Business Context
BUS 221	Business Decision-Making	LAW 534	Government Regulation of Business
	Lower-Level Liberal Studies		Lower-Level Liberal Studies
Third Year			
5 th & 6 th Semester			
FIN 401	Managerial Finance II		Professional Elective
BUS 223	Ethics in Commerce		Upper-Level Liberal Studies
LAW 603	Advanced Business Law		Upper-Level Liberal Studies
	Professional Elective		Professionally-related
	Professional Elective		Professionally-related
Fourth Year			
7 th & 8 th Semester			
BUS 800	Strategic Management		Professional Elective
LAW 533	Corporate Social Responsibility and the Law		Professional Elective
LAW 722	Law and Canadian Business		Upper-Level Liberal Study
	Professional Elective		Professionally-related
	Professional Elective		Professionally-related

± CMN 279 and MKT 100 are timetabled either in the 1st or 2nd semester.

Marketing Management - For students admitted prior to Fall 2021.

First Year	
1 st Semester	2 nd Semester

ACC 100	Introductory Financial Accounting	ACC 406	Introductory Managerial Accounting
ECN 104	Introductory Microeconomics	ECN 204	Introductory Macroeconomics
ITM 102±	Business Information Systems I	GMS 200	Introduction to Global Management
QMS 110	Applied Mathematics for Business	MHR 523	Human Resources Management
	Lower-Level Liberal Studies	MKT 100±	Principles of Marketing
		QMS 210	Applied Statistics for Business
Second Year			
3rd Semester		4th Semester	
FIN 300	Managerial Finance I	FIN 401	Managerial Finance II
LAW 122*	Business Law	CMN 279*	Intro. to Professional Communication
GMS 401	Operations Management	MKT 400	Understanding Consumers and the New Media
MKT 300	Marketing Metrics and Analysis		Lower-Level Liberal Studies
	Lower-Level Liberal Studies		Professionally-related
Third Year			
5th & 6th Semester			
MKT 500	Marketing Research		Professionally-related
MKT 510	Innovations in Marketing		Professionally-related
MKT 600	Integrated Case Analysis		Professionally-related
	Upper-Level Liberal Studies		Professionally-related
	Upper-Level Liberal Studies		Professionally-related
Fourth Year			
7th & 8th Semester			
BUS 800	Strategic Management		Professionally-related
MKT 700	Business Intelligence/Decision Modelling		Professional Elective or PR
MKT 702	Advanced Marketing Management		Professional Elective or PR
MKT 802	Advanced Market Planning		Professional Elective or PR
	Upper-Level Liberal Studies		Professional Elective or PR

± ITM 102 and MKT 100 are timetabled either in the 1st or 2nd semester.

*CMN 279 and LAW 122 are timetabled either in the 3rd or 4th semester.

Revised curriculum begins 2021-2022 for students admitted Fall 2021 and after - Removed 1 Professionally-related course from Third Year, as per Department's recommendation.

First Year			
1st Semester		2nd Semester	
QMS 110	Applied Mathematics for Business	QMS 210	Applied Statistics for Business
ECN 104	Introductory Microeconomics	ECN 204	Introductory Macroeconomics
CMN 279±	Intro. to Professional Communication	MKT 100±	Principles of Marketing
GMS 200	Intro. to Global Management	ACC 100	Introductory Financial Accounting

	Lower-Level Liberal Studies	MHR 523	Human Resources Management
Second Year			
3 rd Semester		4 th Semester	
FIN 300	Managerial Finance I	ACC 406	Intro. Management Accounting
LAW 122*	Business Law	ITM 102*	Business Information Systems I
GMS 401	Operations Management	MKT 400	Understanding Consumers and the New Media
MKT 300	Marketing Metrics and Analysis		Lower-Level Liberal Studies
	Lower-Level Liberal Studies		Professionally-related
Third Year			
5 th & 6 th Semester			
FIN 401	Managerial Finance II		Lower-Level Liberal Studies
MKT 500	Marketing Research		Professionally-related
MKT 510	Innovations in Marketing		Professionally-related
MKT 600	Integrated Case Analysis		Professionally-related
	Lower-Level Liberal Studies		Professionally-related
Fourth Year			
7 th & 8 th Semester			
BUS 800	Strategic Management		Professionally-related
MKT 700	Business Intelligence/Decision Modelling		Professional Elective or PR
MKT 702	Advanced Marketing Management		Professional Elective or PR
MKT 802	Advanced Market Planning		Professional Elective or PR
	Upper-Level Liberal Studies		Professional Elective or PR

± CMN 279 and MKT 100 are timetabled either in the 1st or 2nd semester.

*LAW 122 and ITM 102 are timetabled either in the 3rd or 4th semester.

Real Estate Management - For students admitted prior to Fall 2021.

First Year			
1 st Semester		2 nd Semester	
ACC 100	Introductory Financial Accounting	ACC 406	Introductory Managerial Accounting
ECN 104	Introductory Microeconomics	ECN 204	Introductory Macroeconomics
ITM 102±	Business Information Systems I	GMS 200	Introduction to Global Management
QMS 110	Applied Mathematics for Business	MHR 523	Human Resources Management
	Lower-Level Liberal Studies	MKT 100±	Principles of Marketing
		QMS 210	Applied Statistics for Business
Second Year			
3 rd Semester		4 th Semester	
FIN 300	Managerial Finance I	FIN 401	Managerial Finance II
LAW 122*	Business Law	CMN 279*	Intro. to Professional Communication
GMS 401	Operations Management	REM 420	Sustainability in Real Estate

REM 300	Introduction to Real Estate Management	REM 700	Real Estate Valuation
	Lower-Level Liberal Studies		Lower-Level Liberal Studies
Third Year			
5th & 6th Semester			
REM 400	Real Estate Finance		Professionally-related
REM 520	Real Estate Economics		Professionally-related
LAW 603	Advanced Business Law		Professionally-related
	Professional Elective		Upper-Level Liberal Studies
	Professional Elective		Upper-Level Liberal Studies
Fourth Year			
7th & 8th Semester			
BUS 800	Strategic Management		Professional Elective
REM 500	Real Estate Development and Project Mgmt.		Professionally-related
REM 800	Real Estate Project Capstone		Professionally-related
	Professional Elective		Professionally-related
	Professional Elective		Upper-Level Liberal Studies

± ITM 102 and MKT 100 are timetabled either in the 1st or 2nd semester.

*CMN 279 and LAW 122 are timetabled either in the 3rd or 4th semester.

Revised curriculum begins 2021-2022 for students admitted Fall 2021 and after - Removed 1 Professionally-related course in Third year, as per Department's recommendation.

First Year			
1st Semester		2nd Semester	
QMS 110	Applied Mathematics for Business	QMS 210	Applied Statistics for Business
ECN 104	Introductory Microeconomics	ECN 204	Introductory Macroeconomics
CMN 279±	Intro. to Professional Communication	MKT 100±	Principles of Marketing
GMS 200	Intro. to Global Management	ACC 100	Introductory Financial Accounting
	Lower-Level Liberal Studies	MHR 523	Human Resources Management
Second Year			
3rd Semester		4th Semester	
FIN 300	Managerial Finance I	ACC 406	Intro. Management Accounting
LAW 122*	Business Law	ITM 102*	Business Information Systems I
GMS 401	Operations Management	REM 420	Sustainability in Real Estate
REM 300	Introduction to Real Estate Management	REM 700	Real Estate Valuation
	Lower-Level Liberal Studies		Lower-Level Liberal Studies
Third Year			
5th & 6th Semester			
FIN 401	Managerial Finance II		Professional Elective
REM 400	Real Estate Finance		Professionally-related
REM 520	Real Estate Economics I		Professionally-related
LAW 603	Advanced Business Law		Upper-Level Liberal Studies

	Professional Elective		Upper-Level Liberal Studies
Fourth Year			
7th & 8th Semester			
BUS 800	Strategic Management		Professional Elective
REM 500	Real Estate Development and Project Mgmt.		Professionally-related
REM 800	Real Estate Project Capstone		Professionally-related
	Professional Elective		Professionally-related
	Professional Elective		Upper-Level Liberal Studies

± CMN 279 and MKT 100 are timetabled either in the 1st or 2nd semester.

*LAW 122 and ITM 102 are timetabled either in the 3rd or 4th semester.

Recommendation

Having satisfied itself of the merit of this proposal, the Academic Standards Committee recommends: *That Senate approve the reduction, from 41 to 40, in the total number of courses required for the Bachelor of Commerce in Business Management (all majors) degree program.*

F. For information: Change in administrative home for the new Professional Music program, from Creative Industries to the RTA School of Media

This memo confirms the change in administrative home for the new BFA in Professional Music program, from Creative Industries to the RTA School of Media. The program will continue to be supported by three schools: Creative Industries, RTA, and the School of Performance.

This change occurred in summer 2020 and was initiated by the Dean of the Faculty of Communication and Design in consultation with the Chairs of Creative Industries, RTA, and Performance. The decision was made because the program director is an RTA faculty member and because of the school's access to studio and production facilities in the Rogers Communication Centre.

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

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

Bettina West, Director, Curriculum Quality Assurance

Amy Peng, Faculty of Arts, Economics

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

Amirnaser Yazdani, Faculty of Engineering & Architectural Science, Electrical, Computer & Biomedical Engineering

Miranda Kirby, Faculty of Science, Physics

Farid Shirazi, Ted Rogers School of Management, Information Technology 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
Julia Spagnuolo, Student
Yazad Mistry, Student



**Academic Governance and Policy Committee (AGPC)
Report #F2020-1 to Senate**

Academic Governance and Policy Committee Report – S. Zolfaghari

1. Interim Provost's Update
2. Revised Chemical Engineering Department Council Bylaws

Motion: *That Senate approve the revised Chemical Engineering Department Council Bylaws.*

Respectfully submitted,

S. Zolfaghari, Chair,
Interim Provost and Vice-President, Academic

On behalf of the Committee:

- K. MacKay, Vice-Provost, Academic
- J. McMillen, Vice-Provost, Students
- C. Searcy, Deputy Provost & Dean, Yeates School of Graduate Studies
- C. Hack, Registrar
- D. Bell, Secretary of Senate
- P. Sugiman, Dean, Faculty of Arts
- D. Checkland, Faculty Senator, Faculty of Arts
- J. Neil, Faculty Senator, Faculty of Communication & Design
- I. Young, Faculty Senator, Faculty of Community Services
- R. Ravindran, Faculty Senator, Faculty of Engineering and Architectural Science
- A. Ferworn, Faculty Senator, Faculty of Science
- A. McWilliams, Senate Chairs' Representative
- J. Saber, Faculty Senator, Ted Rogers School of Management
- A. M. Brinsmead, Program Director, G. Raymond Chang School of Continuing Education
- G. Carter, Undergraduate Student Senator
- J. Spagnuolo, Undergraduate Student Senator
- S. Imran, Yeates School of Graduate Studies Student Senator

Ryerson University
Department of Chemical Engineering
Department Bylaws

Approved by the Department Council

03/05/2020

Approved by the Dean, FEAS

dd/mm/yyyy

Approved by the Academic Governance and Policy Committee of Senate

dd/mm/yyyy

Approved by Senate

dd/mm/yyyy

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DEFINITIONS

Chair—Council Chair unless otherwise indicated

Council—Departmental Council of the Department of Chemical Engineering

Department—Department of Chemical Engineering

Faculty—full time faculty member(s) of the Department including probationary faculty, limited term faculty, assistant, associate and full professors

Member— All individuals who are members of Council, including undergraduate and graduate students, engineering specialists, and faculty

Student(s)—an individual who is currently registered in the undergraduate/graduate program of the Department

Engineering Specialists— All full-time engineering specialists of the Department of Chemical Engineering

Staff—personnel associated with the unit who are members of OPSEU or MAC.

University—Ryerson University

1. OBJECTIVES

The purpose and objectives of the Council are:

- a) To develop and recommend academic policies relevant to the Department
- b) To promote an effective teaching, learning and research environment within the Department
- c) To represent, maintain and advance the interests of Council members within the Department
- d) To work with the administration and other groups within the University around areas of common concern

2. STRUCTURE

a) Membership

The membership of the Council shall be composed of the following:

- i) All faculty
- ii) Two undergraduates, and one M.A.Sc. and one Ph.D. students elected by their respective constituencies
- iii) One engineering specialist elected by their constituency
- iv) One staff elected by their constituency

All members of the Department Council are voting members.

b) Standing Committees

The Council shall establish the following standing committees:

i) Curriculum Committee

Function:

- To make recommendations to Council regarding the following:
 - Short-term curriculum problems within the Chemical Engineering undergraduate program
 - Long-term curriculum planning to meet the academic needs
 - Program and course changes as required to maintain accreditation.

- Meeting frequency: At least twice a year, once in each of the Fall and Winter semesters.

Membership:

- Four faculty members, including the Chair of the Department, each registered as P. Eng.
- The Associate Chair of Undergraduate program of the Department
- Two undergraduate students, who are members of Council

ii) Budget and Physical Resources Planning Committee

Function:

- To identify, prioritize and monitor the budget and physical resources required for the Department
- To liaise with other committees of Council on matters related to budget and physical resources
- Meeting frequency: At least twice a year, once in each of the Fall and Winter semesters.

Membership:

- Two faculty members, Associate Chair of the Undergraduate program, and Associate Chair of the Graduate program
- One engineering specialist
- The Chair of the Department
- One non-voting Administrative Coordinator

iii) Health and Safety Committee

Function:

- To assist the Chair of the Department, and the Departmental Safety Officer in the development, implementation, and maintenance of the applicable programs as set out in the Environmental Health and Safety (EHS) Management System defined by Ryerson University Policy 1-450.
- To ensure that the environmental health and safety concerns of workers within the Department are addressed as soon as is reasonably practicable

- either by: action of the Committee, action of the Chair of the Department, or referral to University's Joint Occupational Health and Safety Committee
- To work with the Chair of the Department to establish and maintain safe working conditions within the Department
 - To advise Council on the safety policies and initiatives of Department as well as University
 - Meeting frequency: At least twice a year, once in each of the Fall and Winter semesters

Membership:

- Three faculty members
- At least two engineering specialists including the Department Safety Officer
- One M.A.Sc., and one Ph.D. students, who are members of Council

c) Ad-Hoc Committees

Function:

- Ad-hoc committees may be established by Council from time to time to investigate, report, and/or make recommendations on specific issues
- At the time of establishment by Council, a chair must be elected by Council members, quorum must be decided upon, and who reports and how to do it (reporting relationship outlined in Senate Policy 45)

Membership:

- When possible, faculty and student membership should reflect the membership proportions of Council as a whole

d) Term of Office

i) Officers of Council

- The Officers of Council (Chair, Vice-Chair, and Secretary) shall be elected to office from the faculty for a renewable two-year term. No member shall hold a particular office for more than two terms in succession. A member elected to fulfill the term of a vacated office is eligible to hold the office for two full terms in addition to the remainder of the term he or she is elected to fulfill.

ii) Members of Standing Committees

- Faculty members shall hold office for a renewable two-year term. Student members shall hold office for a renewable one-year term.

iii) Members of Ad-Hoc Committees

- Members of ad-hoc committees shall hold office until the report of the committee has been accepted by Council, or the ad-hoc committee has been disbanded by Council.

iv) Student Members of Council

- The student members shall be elected for a renewable one-year term.

i) Engineering specialist

- The member chosen from the engineering specialists shall be elected for a renewable two-year term.

e) Duties of Office

A thorough knowledge of the constitution, the By-laws, and the rules of order is a prerequisite for all officers of Council.

i) Chair

- The Chair shall call the meetings of Council.
- The Chair shall preside at all meetings of the Council, enforce the objectives, By-laws, and rules of order, and ensure that the committees perform their duties.
- The Chair shall be an ex-officio non-voting member of all standing committees and of any committees established by Council.
- The Chair shall communicate actions of Council to the administration of the University when requested by Council.
- The Chair may vote only to break a tie.

ii) Vice-Chair

- The Vice-Chair shall, in the absence of the Chair, perform the duties of the Chair.
- In the event that the Chair is vacated, the Vice-Chair shall perform the duties of the Chair and arrange for the timely election of a new chair.
- The Vice-Chair shall call for nominations or elections. He (she) shall receive nominations from the student members, and engineering specialists and ensure elections are carried out in a timely manner.

- Insures that Standing Committees submit a report of their activities and their recommendations to Council at least twice a year, once in each of the Fall and Winter semesters, and that reports of the Ad hoc committee(s) are submitted on time to Council.
- The Vice-Chair shall assist the Chair in any matter, as requested by the Chair.

iii) Secretary

- The Secretary shall be responsible for provision of written notice of Council meetings and distribution of the agenda 5 working days prior to meetings.
- The Secretary shall be responsible for the compilation and distribution of the Minutes within 10 working days following meetings.
- The Secretary shall attend all meetings of Council and record all facts and minutes of all proceedings of the meetings. If necessary, the Secretary may request assistance of a staff member of Council and/or Department as a recording secretary.
- The Secretary will maintain soft and hard master copies of the By-laws, procedures, and standing rules, and will revise them as Council approves changes. The Secretary will ensure that the master copies are passed on to the succeeding secretary in a timely manner.

iv) Chairs of Committees

- The chairs of the committees are responsible for calling committee meetings.
- They are responsible for reporting in writing the activities of the committees to the Council at least twice a year, once in each of the Fall and Winter semesters.

They are responsible for ensuring all positions in their committee are filled and for reporting the membership of their committee to Secretary of Council as soon as membership composition is known

3. MEETINGS

a) Attendance at Committee Meetings

- i) Any Council member may attend a meeting of any committee, of which he/she is not a formal member, as a non-voting participant.
- ii) A committee member may not appoint a voting designate to act in their stead at a committee meeting.

b) Input to Committees

- i) Committees will review matters pertaining to their mandates at their own initiative.
- ii) Committees may also be requested by Council to review other matters.
- iii) Any member of Council may request a committee to review a matter. In this situation, the proposal must be submitted in writing to the committee and must be co-signed by another Council member.

c) Meetings of Council and Standing Committees

i) Departmental Council

- Departmental Council shall meet at least twice per year, once in the Fall and Winter semesters.

ii) Standing Committees

- Standing committees shall meet as required. Each committee shall submit and present a written report to Council at least at least twice per year, once in the Fall and Winter semesters, the preferred time being at a regular meeting or after consultation with the Chair.
- A standing committee may request that the Chair calls a special meeting of Council to report on the work and recommendations of the committee.

iii) Special Meeting

- A special meeting of Council shall be held following a written request by any eight members of Council to the Chair, with a copy of the request to the Chair of the Department. The Chair shall call the meeting within 14 days of receiving the written request.

d) Notice of Meetings

- i) Under normal circumstances, written notice of Council meeting and agenda shall be given one week prior to the meeting. When there is an urgent matter, a meeting may be announced through email or telephone correspondence 24 hours before the meeting.

e) Quorum

At meetings of Council, a quorum shall be 50% of the full membership with the ratio as defined in the structure. A faculty member on leave will not be counted unless present at the meeting.

4. PROCEDURES

a) Procedure for Nomination to Council Office or Standing Committee Membership

- i) The Vice-Chair of Council shall call for nominations to Council Office and to Standing Committees membership annually in early September. Names of the nominees shall be freely available to all members of Council. If no nominations are received for a position before the first meeting of Council, the Chair may call for nominations from the floor. If positions remain vacant after the meeting, the Chair may request that the Vice-Chair initiates a second call for nominations or that the respective constituencies elect other members to the committees.

b) Elections

- i) The Vice-Chair of Council, with the assistance of Administrative Coordinator (or of Departmental Assistant), will ensure that elections are conducted by the appropriate constituencies with adequate advance notice and in a democratic way.
- ii) Officers of Council and members of Standing Committees shall be elected by Council at the beginning of the Fall semester. The elected officers will take office upon adjournment of the meeting at which they are elected.
- iii) Members of Committees
 - Members of committees shall be elected from Council at the beginning of the Fall semester.
- iv) Officers of Committees
 - Any member elected at Council will call the first meeting of their respective standing committee to elect a chair and a secretary from its membership. The chair and the secretary must be members of Council.

c) Vacancies

The call for an immediate election to fill any vacancy on Council or in committee membership will be conducted by the Vice-Chair of Council except as outlined below:

- i) Vacancy of the Vice-Chair of Council
 - If the position of Vice-Chair of Council becomes vacant, the Chair shall call the election to fill the vacancy.
- ii) Vacancy on Standing Committee
 - In the event that a member is unable to continue his/her membership, the chair of each standing committee must report it to the Vice-Chair of Council to find a replacement for the remainder of the term.

5. POLICY RECOMMENDATIONS

a) Authority

- i) Authority for policy recommendations of Council is explained in Governance Councils in Policy 45 of Senate of University.

b) Decisions of Council

- i) The decisions of Council will normally be made by a simple majority of the voting-eligible members present. Major decisions will require a two-thirds majority of the voting-eligible members present.
- ii) Council will decide when an issue is major by a simple majority of the voting-eligible members present.
- iii) Council may decide by a simple majority of those present to poll the entire membership using a secret ballot for any issue.

c) Recommendations of Committees

- i) The recommendations of committees shall be approved by Council before being transmitted or implemented.

6. AMENDMENTS TO BY-LAWS

The amendments to By-laws require a two-thirds majority vote of the Council members. The amendments must be ratified by Ryerson Senate.

Revised Bylaws – 2020-03-05	Old Bylaws
<p>TABLE OF CONTENTS</p> <ol style="list-style-type: none"> 1. OBJECTIVES 2. STRUCTURE <ol style="list-style-type: none"> a) Membership b) Standing Committees c) Ad-hoc Committees d) Terms of Office e) Duties of Office 3. MEETINGS <ol style="list-style-type: none"> a) Attendance at Committee Meetings b) Input to Committees c) Meeting of Departmental Council and Standing Committees d) Notice of Meetings e) Quorum 4. PROCEDURES <ol style="list-style-type: none"> a) Procedures for Nomination to Council or Standing Committee Positions b) Elections c) Vacancies 5. POLICY RECOMMENDATIONS OF COUNCIL <ol style="list-style-type: none"> a) Authority b) Decisions of Council c) Recommendations of Committees 6. AMENDMENT TO BY-LAWS 7. APPENDIX I 8. (Remove APPENDIX II) 	<p>TABLE OF CONTENTS</p> <ol style="list-style-type: none"> 1. OBJECTIVES 2. STRUCTURE <ol style="list-style-type: none"> a) Membership b) Standing Committees c) Ad-hoc Committees d) Terms of Office e) Duties of Office 3. MEETINGS <ol style="list-style-type: none"> a) Attendance at Committee Meetings b) Input to Committees c) Meeting of Departmental Council and Standing Committees d) Notice of Meetings e) Quorum 4. PROCEDUDRES <ol style="list-style-type: none"> a) Procedures for Nomination to Council or Standing Committee Positions b) Elections c) Proxy d) Vacancies 5. POLICY RECOMMENDATIONS OF COUNCIL <ol style="list-style-type: none"> a) Authority b) Decisions of Council c) Recommendations of Committees 6. AMENDMENT TO BY-LAWS 7. APPENDIX I 8. APPENDIX II

Revised Bylaws – 2020-03-05	Old Bylaws
<p>DEFINITIONS</p> <p>Chair—Council Chair unless otherwise indicated</p> <p>Council—Departmental Council of the Department of Chemical Engineering</p> <p>Department—Department of Chemical Engineering</p> <p>Faculty—full time faculty member(s) of the Department including probationary faculty, limited term faculty, assistant, associate and full professors</p> <p>Member— All individuals who are members of Council, including undergraduate and graduate students, engineering specialists, and faculty</p> <p>Student(s)—an individual who is currently registered in the undergraduate/graduate program of the Department</p> <p>Engineering Specialists— All full-time engineering specialists of the Department of Chemical Engineering</p> <p>Staff—personnel associated with the unit who are members of OPSEU or MAC.</p> <p>University—Ryerson University</p>	<p>DEFINITIONS</p> <p>Chair—Chair of Council unless otherwise indicated</p> <p>Council—Departmental Council of the Department of Chemical Engineering</p> <p>Department—Department of Chemical Engineering</p> <p>Faculty—full time faculty member(s) of Department including probationary faculty, limited term faculty, assistant, associate and full professors</p> <p>Member— All individuals who are members of Council, including undergraduate and graduate students, technologists, faculty, and sessional faculty members</p> <p>Student(s)—student(s) of the Department</p> <p>Technologists— All full-time technologists of the Department of Chemical Engineering</p> <p>University—Ryerson University</p>

Revised Bylaws – 2020-03-05	Old Bylaws
<p>1. OBJECTIVES</p> <p>The purpose and objectives of the Council are:</p> <ul style="list-style-type: none"> a) To develop and recommend academic policies relevant to the Department b) To promote an effective teaching, learning and research environment within the Department c) To represent, maintain and advance the interests of Council members within the Department d) To work with the administration and other groups within the University around areas of common concern 	<p>1. OBJECTIVES</p> <p>The purpose and objectives of the Council are:</p> <ul style="list-style-type: none"> a) To develop and recommend academic policies relevant to the Department b) To promote an effective teaching, learning and research environment within the Department c) To represent, maintain and advance the interests of Council members within the Department d) To work with the administration and other groups within the University around areas of common concern

Revised Bylaws – 2020-03-05	Old Bylaws
<p>2. STRUCTURE</p> <p>a) Membership</p> <p>The membership of the Council shall be composed of the following:</p> <ul style="list-style-type: none"> i) All faculty (Remove Sessional and part-time instructors) ii) Two undergraduates, and one M.A.Sc. and one Ph.D. students elected by their respective constituencies iii) One engineering specialist elected by their constituency iv) One staff elected by their constituency <p>All members of the Department Council are voting members.</p>	<p>2. STRUCTURE</p> <p>a) Membership</p> <p>The membership of the Departmental Council shall be composed of the following:</p> <ul style="list-style-type: none"> i) all faculty, including the Chair and Assistant Chair of the Department, ii) one member, where applicable, elected by and from the sessional and part-time instructors of the Department, iii) Four elected undergraduate students including the President of the chemical engineering undergraduate program’s Course Union, representing each year of the program, iv) one graduate student elected from Chemical Engineering graduate program, v) one technologist elected by and from the technologists

Revised Bylaws – 2020-03-05	Old Bylaws
<p>b) Standing Committees</p> <p>The Council shall establish the following standing committees:</p> <p>i) Curriculum Committee</p> <p>Function:</p> <ul style="list-style-type: none"> • To make recommendations to Council regarding the following: <ul style="list-style-type: none"> ○ Short-term curriculum problems within the Chemical Engineering undergraduate program ○ Long-term curriculum planning to meet the academic needs ○ Program and course changes as required to maintain accreditation. • Meeting frequency: At least twice a year, once in each of the Fall and Winter semesters. <p>Membership:</p> <ul style="list-style-type: none"> • Four faculty members, including the Chair of the Department, each registered as P. Eng. • The Associate Chair of Undergraduate program of the Department • Two undergraduate students, who are members of Council 	<p>b) Standing Committees</p> <p>The Departmental Council shall establish the following standing committees:</p> <p>i) Curriculum Committee</p> <p>Function:</p> <ul style="list-style-type: none"> • To make recommendations to Council regarding the following: <ul style="list-style-type: none"> ○ Short-term curriculum problems within the Chemical Engineering undergraduate program ○ Long-term curriculum planning to meet the academic needs ○ Program and course changes as required to maintain accreditation. • To present to Council at least one written report each academic year <p>Membership:</p> <ul style="list-style-type: none"> • Four faculty members, each registered as P.Eng., and elected by Faculty • Maximum of two undergraduate students, not necessarily members of Council, elected by the undergraduate students on Council • The Chemical Engineering Assistant Chair

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<p>ii) Budget and Physical Resources Planning Committee</p> <p>Function:</p> <ul style="list-style-type: none"> • To identify, prioritize and monitor the budget and physical resources required for the Department • To liaise with other committees of Council on matters related to budget and physical resources • Meeting frequency: At least twice a year, once in each of the Fall and Winter semesters. <p>Membership:</p> <ul style="list-style-type: none"> • Two faculty members, Associate Chair of the Undergraduate program, and Associate Chair of the Graduate program • One engineering specialist • The Chair of the Department • One non-voting Administrative Coordinator 	<p>ii) Budget and Physical Resources Planning Committee</p> <p>Function:</p> <ul style="list-style-type: none"> • To identify and prioritize the immediate needs for, and to make long term plans for, the physical resources and equipment necessary to maintain the academic programs and courses • To determine the resources required for any proposed new course or program, or changes to existing courses or programs, and to report those needs to Council prior to Council's approval of the proposed program or course • To liaise with the other committees of Council when matters of physical and budget resources arise • At the discretion of the Department Chair, to assist the Department Chair on budget matters pertaining to the Department • To present to council at least one written report each academic year <p>Membership:</p> <ul style="list-style-type: none"> • Four faculty members elected by Faculty • Two undergraduate students, not necessarily members of Departmental Council, elected by the students on Council • One technologist, not necessarily a member of Council, elected by the technologists

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<p>Remove Research and Graduate Studies Committee (because a graduate program council is formed at the Faculty level to replace the functions of this committee).</p>	<ul style="list-style-type: none"> • The Chair of the Department <p>iii) Research and Graduate Studies Committee</p> <p>Function:</p> <ul style="list-style-type: none"> • To foster the growth of research and graduate studies within the Department through promotion of these activities both within and outside the Department • To promote graduate student leadership within the Department • To promote faculty research initiatives • To be an advocate for additional research space and resources • To be an advocate of the researchers and graduate students concerns and/or research needs and liaison with other committees of the Council when needed • To present a written, annual report to Council about the research activities being carried out within the Department <p>Membership:</p> <ul style="list-style-type: none"> • Three faculty members who belong to the School of Graduate Studies • One graduate student who may not necessarily be the member of the Departmental Council but is elected by the Chemical Engineering graduate students.

Revised Bylaws – 2020-03-05	Old Bylaws
<p>iii) Health and Safety Committee</p> <p>Function:</p> <ul style="list-style-type: none"> • To assist the Chair of the Department, and the Departmental Safety Officer in the development, implementation, and maintenance of the applicable programs as set out in the Environmental Health and Safety (EHS) Management System defined by Ryerson University Policy 1-450. • To ensure that the environmental health and safety concerns of workers within the Department are addressed as soon as is reasonably practicable either by: action of the Committee, action of the Chair of the Department, or referral to University's Joint Occupational Health and Safety Committee • To work with the Chair of the Department to establish and maintain safe working conditions within the Department • To advise Council on the safety policies and initiatives of Department as well as University • (Adding) Meeting frequency: At least twice a year, once in each of the Fall and Winter semesters <p>Membership:</p> <ul style="list-style-type: none"> • Three faculty members • At least two engineering specialists including the Department Safety Officer • One M.A.Sc., and one Ph.D. students, who are members of Council 	<p>iv) Health and Safety Committee</p> <p>Function:</p> <ul style="list-style-type: none"> • To assist the Chair of the Department, and the Departmental Safety Officer in the development, implementation, and maintenance of the applicable programs as set out in the Occupational Health and Safety System defined by Ryerson University Policy/Procedure 1-450 • To assist Department Chair, and Department Safety Officer in ensuring that the occupational health and safety concerns of workers within the Department are addressed as soon as is reasonably practicable either by: action of the Committee, action of the Chair of the Department, or referral to University's Joint Occupational Health and Safety Committee • To work with the Department Chair to establish and maintain safe working conditions within the Department • To advise Council on the safety policies and initiatives of Department as well as University <p>Membership:</p> <ul style="list-style-type: none"> • Three faculty members • A maximum of two technologists, not necessarily a member of Council, elected by and from the technologists

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	<ul style="list-style-type: none"> • One undergraduate student, not necessarily a member of Council, elected by the undergraduate members • One graduate student, not necessarily a member of Council, elected by the graduate student members
<p>c) Ad-Hoc Committees</p> <p>Function:</p> <ul style="list-style-type: none"> • Ad-hoc committees may be established by Council from time to time to investigate, report, and/or make recommendations on specific issues • (Adding) At the time of establishment by Council, a chair must be elected by Council members, quorum must be decided upon, and who reports and how to do it (reporting relationship outlined in Senate Policy 45) <p>Membership:</p> <ul style="list-style-type: none"> • When possible, faculty and student membership should reflect the membership proportions of Council as a whole 	<p>c) Ad-Hoc Committees</p> <p>Function:</p> <ul style="list-style-type: none"> • Ad-hoc committees may be established by the Council from time to time to investigate, report, and/or make recommendations on specific issues. <p>Membership:</p> <ul style="list-style-type: none"> • When possible, faculty and student membership should reflect the membership proportions of the Council as a whole
<p>d) Term of Office</p> <p>i) Officers of Council</p> <ul style="list-style-type: none"> • The Officers of Council (Chair, Vice-Chair, and Secretary) shall be elected to office from the faculty for a renewable two-year term. No member shall hold a particular office for more than two terms in succession. A member elected to fulfill the term of a vacated office is eligible to hold the office for two full terms in addition to the remainder of the term he or she is elected to fulfill. <p>ii) Members of Standing Committees</p>	<p>d) Term of Office</p> <p>i) Officers of Council</p> <ul style="list-style-type: none"> • The Officers of Council (Chair, Vice-Chair, and Secretary) shall be elected to office from the faculty for a renewable two-year term. No member shall hold a particular office for more than two terms in succession. A member elected to fulfill the term of a vacated office is eligible to hold the office for two full terms in addition to the remainder of the term he or she is elected to fulfill. <p>ii) Members of Standing Committees</p>

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<p>e) Duties of Office</p> <p>A thorough knowledge of the constitution, the By-laws, and the rules of order is a prerequisite for all officers of Council.</p> <p>i) Chair</p> <ul style="list-style-type: none"> • The Chair shall call the meetings of Council. • The Chair shall preside at all meetings of the Council, enforce the objectives, By-laws, and rules of order, and ensure that the committees perform their duties. 	<p>e) Duties of Office</p> <p>A thorough knowledge of the constitution, the by-laws, and the rules of order is a prerequisite for all officers of Council.</p> <p>i) Chair</p> <ul style="list-style-type: none"> • The Chair shall call the meetings of Council. • The Chair shall preside at all meetings of the Council, enforce the objectives, by-laws, and rules of order, and ensure that the committees perform their duties.

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<ul style="list-style-type: none"> • The Secretary shall be responsible for the compilation and distribution of the Minutes within 10 working days following meetings. • The Secretary shall attend all meetings of Council and record all facts and minutes of all proceedings of the meetings. If necessary, the Secretary may request assistance of a staff member of Council as a recording secretary. • The Secretary will maintain soft and hard master copies of the By-laws, procedures, and standing rules, and will revise them as Council approves changes. The Secretary will ensure that the master copies are passed on to the succeeding secretary in a timely manner. <p>iv) Chairs of Committees</p> <ul style="list-style-type: none"> • The chairs of the committees are responsible for calling committee meetings. • They are responsible for reporting in writing the activities of the committees to the Council at least twice a year, once in each of the Fall and Winter semesters. • They are responsible for ensuring all positions in their committee are filled and for reporting the membership of their committee to Secretary of Council as soon as membership composition is known. 	<p>the Secretary may request assistance of the Departmental Assistant as a recording secretary.</p> <ul style="list-style-type: none"> • The Secretary will maintain soft and hard master copies of the by-laws, procedures, and standing rules, and will revise them as Council approves changes. The Secretary will ensure that the master copies are passed on to the succeeding secretary in a timely manner. <p>iv) Chairs of Committees</p> <ul style="list-style-type: none"> • The chairs of the committees are responsible for calling committee meetings. • They are responsible for reporting in writing the activities of the committees to the Council at least once per academic year. • They are responsible for ensuring all positions in their committee are filled and for reporting the membership of their committee to Secretary of Council as soon as membership composition is known.
<p>3. MEETINGS</p> <p>a) Attendance at Committee Meetings</p>	<p>4. MEETINGS</p> <p>a) Attendance at Committee Meetings</p>

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<p>i) Any Council member may attend a meeting of any committee, of which he/she is not a formal member, as a non-voting participant.</p> <p>ii) A committee member may not appoint a voting designate to act in their stead at a committee meeting.</p> <p>b) Input to Committees</p> <p>i) Matters to be reviewed by committees can come from the following sources:??</p> <p>ii) Committees will review matters pertaining to their mandates at their own initiative.</p> <p>iii) Committees may also be requested by Council to review other matters.</p> <p>iv) Any member of Council may request a committee to review a matter. In this situation, the proposal must be submitted in writing to the committee and must be co-signed by another Council member.</p> <p>c) Meetings of Council and Standing Committees</p> <p>i) Departmental Council</p> <ul style="list-style-type: none"> • Departmental Council shall meet at least twice per year, once in the Fall and Winter semesters. <p>ii) Standing Committees</p> <ul style="list-style-type: none"> • Standing committees shall meet as required. Each committee shall submit and present a written report to Council at least at least twice per year, once in the Fall and Winter semesters, the preferred time being at a regular meeting or after consultation with the Chair. A standing committee may request that the Chair calls a special 	<p>i) Any Council member may attend a meeting of any committee, of which he/she is not a formal member, as a non-voting participant.</p> <p>ii) A committee member may not appoint a voting designate to act in their stead at a committee meeting.</p> <p>b) Input to Committees</p> <p>i) Matters to be reviewed by committees can come from the following sources:</p> <p>ii) Committees will review matters pertaining to their mandates at their own initiative.</p> <p>iii) Committees may also be requested by Council to review other matters.</p> <p>iv) Any member of Council may request a committee to review a matter. In this situation, the proposal must be submitted in writing to the committee and must be co-signed by another Council member.</p> <p>c) Meetings of Council and Standing Committees</p> <p>i) Departmental Council</p> <ul style="list-style-type: none"> • Departmental Council shall meet at least once per academic term. <p>ii) Standing Committees</p> <ul style="list-style-type: none"> • Standing committees shall meet as required. Each committee shall submit and present a written report to Council at least once per academic year, the preferred time being at a regular meeting or after consultation with Council Chair. A standing committee may request that the Chair of Council call a special meeting of Council to report on the work and recommendations of the committee.

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<p>meeting of Council to report on the work and recommendations of the committee.</p> <p>iii) Special Meeting</p> <ul style="list-style-type: none"> • A special meeting of Council shall be held following a written request by any eight members of Council to the Chair, with a copy of the request to the Chair of the Department. The Chair shall call the meeting within 14 days of receiving the written request. <p>d) Notice of Meetings</p> <p>i) Under normal circumstances, written notice of Council meeting and agenda shall be given one week prior to the meeting. When there is an urgent matter, a meeting may be announced through email or telephone correspondence 24 hours before the meeting.</p> <p>e) Quorum</p> <p>At meetings of Council, a quorum shall be 50% of the full membership with the ratio as defined in the structure. A faculty member on leave will not be counted unless present at the meeting.</p> <p>Remove iii)</p>	<p>iii) Special Meeting</p> <ul style="list-style-type: none"> • A special meeting of Council shall be held following a written request by any eight members of Council to the Chair, with a copy of the request to the Chair of the Department. The Chair shall call the meeting within 14 days of receiving the written request. <p>d) Notice of Meetings</p> <p>i) Under normal circumstances, written notice of Council meeting and agenda shall be given one week prior to the meeting. When there is an urgent matter, a meeting may be called on written notice 72 hours before the meeting.</p> <p>e) Quorum</p> <p>i) At meetings of Council, a quorum shall be 50% of the full membership with the ratio as defined in the structure. This quorum shall be calculated with the following adjustments:</p> <p>ii) A faculty member on leave will not be counted unless present at the meeting</p> <p>iii) A Council member who has informed the Chair of Council that they cannot attend due to a conflict with their University schedule or because they are engaged on other University business at the time of the meeting will not be counted unless they have left a written proxy with the Chair of Council, indicating the person who will be exercising their vote.</p>
<p>4. PROCEDURES</p> <p>a) Procedure for Nomination to Council Office or Standing Committee Positions</p>	<p>5. PROCEDURES</p> <p>a) Procedure for Nomination to Council Office or Standing Committee Positions</p>

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<p>i) The Vice-Chair of Council shall call for nominations annually in early September. Names of the nominees shall be freely available to all members of Council. If no nominations are received for a position before the first meeting of Council, the Chair may call for nominations from the floor. If positions remain vacant after the meeting the Chair may request that the Vice-Chair to initiate a second call for nominations or that the respective constituencies appoint members to the committees.</p> <p>b) Elections</p> <p>i) The Vice-Chair of Council, with the assistance of the staff, will ensure that the elections are conducted by the appropriate constituencies with adequate advance notice and in a democratic way.</p> <p>ii) The officers of Council, engineering specialists, and students shall be elected at the beginning of the Fall semester. (Merge) The elected officers will take office upon adjournment of the meeting at which they are elected.</p> <p>iii) Members of Committees</p> <ul style="list-style-type: none"> • Members of committees shall be drawn from the Council membership at the beginning of the Fall semester. <p>iv) Officers of Committees</p> <ul style="list-style-type: none"> • Each standing committee will elect a chair and a secretary from its membership. The chair and the secretary must be members of Council. 	<p>i) The Vice-Chair of Council shall call for nominations annually in early September. Names of the nominees shall be freely available to all members of Council. If no nominations are received for a position before the first meeting of the Council, the Chair may call for nominations from the floor. If positions remain vacant after the meeting the Chair may request that the Vice-Chair to initiate a second call for nominations or that the respective constituencies appoint members to the committees.</p> <p>b) Elections</p> <p>i) The Vice-Chair of the Council, with the assistance of the Administrative Assistant, will ensure that the elections are conducted by the appropriate constituencies with adequate advance notice and in a democratic way.</p> <p>ii) Members of the Council</p> <ul style="list-style-type: none"> • Election for the member representing sessional and part-time instructors will take place annually in September. • Election of the member representing the technologists will take place annually in September. • Election of the members representing undergraduate and graduate students of the Council shall take place annually in September. <p>iii) Officers of the Council</p> <ul style="list-style-type: none"> • The Officers of Council shall be drawn from the faculty membership. Elections for the Council shall take place in October of each year if necessary. • The elected officers will take office upon adjournment of the meeting at which they are elected. <p>iv) Members of Committees</p>

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<p>(Remove Proxy)</p> <p>c) Vacancies</p> <p>The call for an immediate election to fill any vacancy on Council or in committee membership will be conducted by the Vice-Chair of Council except as outlined below:</p> <p>i) Vacancy of the Vice-Chair of Council</p> <ul style="list-style-type: none"> If the position of Vice-Chair of Council becomes vacant, the Chair shall call the election to fill the vacancy. <p>ii) Vacancy of a Student Member</p> <ul style="list-style-type: none"> In the event that a student is unable to continue his/her membership, the chair of each standing committee shall appoint a student as a replacement for the remainder of the term of office. 	<ul style="list-style-type: none"> Members of committees shall be drawn from the Council membership, unless otherwise allowed. Elections by the appropriate constituencies shall take place in October of each year. <p>v) Officers of Committees</p> <ul style="list-style-type: none"> Each standing committee will elect a chair and a secretary from its membership. The chair and the secretary must be members of Council. <p>c) Proxy</p> <p>i) Every member may, by means of a written proxy, appoint a person, who need not be a member of Council, to attend and act at any Council meeting to the extent and with the power conferred by the proxy. It is the responsibility of the member to provide the Chair of Council with the written proxy prior to the meeting.</p> <p>d) Vacancies</p> <p>The call for an immediate election to fill any vacancy on the Council or in committee membership will be conducted by the Vice-Chair except as outlined below:</p> <p>iii) Vacancy of the Vice-Chair of Council</p> <ul style="list-style-type: none"> In the event that the position of Vice-Chair becomes vacant, the Chair shall call the elections and ensure that the elections are conducted in a democratic way. <p>iv) Vacancy of a Student Member</p> <ul style="list-style-type: none"> In the event that an undergraduate student is unable to continue membership, the executive of the Course Union

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<p data-bbox="107 207 506 240">5. POLICY RECOMMENDATIONS</p> <p data-bbox="107 280 268 313">a) Authority</p> <p data-bbox="149 354 957 418">i) Authority for policy recommendations of Council is explained in Governance Councils in Policy 45 of Senate of University.</p> <p data-bbox="107 459 394 492">b) Decisions of Council</p> <p data-bbox="149 532 1035 630">i) The decisions of Council will normally be made by a simple majority of the voting-eligible members present. Major decisions will require a two-thirds majority of the voting-eligible members present.</p> <p data-bbox="149 670 1024 735">ii) Council will decide when an issue is major by a simple majority of the voting-eligible members present.</p> <p data-bbox="149 776 1010 841">iii) Council may decide by a simple majority of those present to poll the entire membership using a secret ballot for any issue.</p> <p data-bbox="107 881 562 914">c) Recommendations of Committees</p> <p data-bbox="149 954 995 1019">i) The recommendations of committees shall be approved by Council before being transmitted or implemented.</p>	<p data-bbox="1251 134 1944 199">shall elect a replacement for the remainder of the term of office.</p> <p data-bbox="1056 207 1461 240">6. POLICY RECOMMENDATIONS</p> <p data-bbox="1104 280 1274 313">a) Authority</p> <p data-bbox="1199 354 1986 451">i) Authority for policy recommendations of the Council is explained in Policy 45 of Academic Policies and Procedures of University.</p> <p data-bbox="1104 492 1398 524">b) Decisions of Council</p> <p data-bbox="1199 565 1990 703">i) The decisions of Council will normally be made by a simple majority of the members present and voting (including proxies). Major decisions will require a two-thirds majority of the members voting (including proxies) to pass.</p> <p data-bbox="1199 743 1892 808">ii) Council will decide when an issue is major by a simple majority vote of the members present and voting.</p> <p data-bbox="1199 849 1986 946">iii) Council may decide by a simple majority of those present and voting to poll the entire membership by means of a secret ballot on any issue.</p> <p data-bbox="1104 987 1566 1019">c) Recommendations of Committees</p> <p data-bbox="1251 1060 1982 1125">i) The recommendations of committees shall be approved by the Council before being transmitted or implemented.</p>
<p data-bbox="107 1174 491 1206">6. AMENDMENTS TO BY-LAWS</p> <p data-bbox="149 1247 1031 1344">i) The amendments to By-laws require a two-thirds majority vote of the Council members. The amendments must be ratified by Ryerson Senate.</p>	<p data-bbox="1056 1174 1446 1206">7. AMENDMENTS TO BY-LAWS</p> <p data-bbox="1104 1247 1986 1344">ii) The amendments to By-laws require a two-thirds majority vote of the Council members. The amendments must be ratified by Academic Council.</p>

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Appendix removed; new policy is implemented in Fall, 2014	<p>APPENDIX I</p> <p>UNIVERSITY'S ACADEMIC POLICIES AND PROCEDURES</p> <p>Policy Name: Constitutional Provisions for Department/School Councils</p> <p>Ref. No.: 45</p> <p>Academic Council Approval Date: May 6, 1986</p> <p>Status: Current</p>
Rules of order removed; a reference copy to be kept in Dept. office	<p>APPENDIX II</p> <p>THE RULES OF ORDER FOR THE MEETINGS OF COUNCIL</p> <p>Except in cases where the By-Laws supercede, meetings of Departmental Council shall be run according to the 1915 revised version of General Henry M. Robert's Rules of Order ("the Rules"). ...</p>



**Senate Priorities Committee (SPC)
Report #F2020-1 to Senate**

1. Senate Priorities Committee Report - M. Lachemi
 - 1.1 Endorse the action taken on July 22, 2020 by the Senate Priorities Committee (SPC) acting on behalf of Senate, to amend Policy 48 by adding new phrasing to item #1 and item #3 and to approve a variation to Policy 48 as permitted by clauses 1 and 3 to permit SSH102 to run up to a 16-week format in the Fall 2020 term commencing prior to Labour Day.

Motion: *That Senate approve the amendment to Policy 48 by adding new phrasing to item #1 and item #3.*

Motion: *That Senate approve a variation to Policy 48 as permitted by clauses 1 and 3 to permit SSH102 to run up to a 16-week format in Fall 2020 term commencing prior to Labour Day.*

Respectfully submitted,

M. Lachemi, Chair,
President and Vice Chancellor

On behalf of the Committee:

S. Zolfaghari, Interim Provost and Vice President, Academic
L. Lavallée, Vice Chair, Senate
G. Craney, Deputy Provost and Vice Provost, University Planning
K. MacKay, Vice-Provost, Academic
D. Bell, Secretary of Senate
D. Taras, Dean, Ted Rogers School of Management
T. Burke, Faculty Senator, Faculty of Arts
D. Checkland, Faculty Senator, Faculty of Arts
A. Ferworn, Faculty Senator, Faculty of Science
A. McWilliams, Faculty Senator, Faculty of Science
N. Thomlinson, Faculty Senator, Faculty of Arts
K. Park, Graduate Student Senator
N. Chen, Undergraduate Student Senator

**RYERSON UNIVERSITY
POLICY OF SENATE****UNDERGRADUATE ACADEMIC TERM**

Policy Number:	48
Original Approval Date:	May 5, 1987
Reformatted:	December 2012; April, 2002
Revised:	July 22, 2020; January 22, 2020
Revision Implementation Date:	Spring/Summer, 2020
Responsible Office:	Registrar

1. The length of the teaching term in each semester is 12 weeks, except in engineering programs where it is 13 weeks. Senate may authorize a variation by resolution specifying the specific non-required course and naming the specific term in which the variation will apply.
2. Registration and student orientation for Undergraduate programs will be held each year during the week preceding Labour Day.
3. Undergraduate Program classes begin on the Tuesday after Labour Day, unless an exception for a specific non-required course in a specific term is authorized by Senate.
4. There will be no examinations or tests scheduled in the last week of the Fall and Winter terms.
5. Study weeks will be held on the weeks including Thanksgiving Day and Family Day.
6. The Winter Term Examination Period will normally end by April 30.
7. Due to final exam period time constraints, Ryerson finds it necessary to schedule final exams on Saturdays and Sundays.
8. The reporting of final grades will normally be done within one week of the end of the examination period.