

# Academic Plan, 2020-25

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# Provost's Forward

Ryerson University's 2020-2025 Academic Plan aims to advance the ambitious vision and significant successes of its predecessor, *Our Time to Lead*. By building on this foundation and ensuring alignment with our *Strategic Research Plan*, *Internationalization Strategy* and *Campus Master Plan*, Ryerson will continue to deliver innovative, career-oriented education that disrupts the status quo on local, national and international stages.

Incorporating extensive feedback from students, faculty and staff, this plan articulates our community's commitment to Ryerson's evolution. With a focus on steady improvement, it will serve as the blueprint for informed and focused decision making so that, together, we can chart the new path towards our aspirational goals.

This is a pivotal moment in Ryerson's development. Sustaining the momentum that has brought us this far, we must continue to take the kind of calculated risks that allow us to confront Canada's most pressing challenges with our scholarly, research and creative (SRC) activities. Similarly, we will embrace new approaches to experiential education and continue providing exceptional student experiences. Throughout, we must remain true to our values and to how we engage with the world.

To this end, it is equally important that we stay mindful of the special place we hold within the city of Toronto, and of our obligations to the communities that we serve.

I would like to thank everyone at Ryerson for your enthusiastic participation in the development of this plan. Your thoughtful contributions are what led us to this exciting point and your genuine belief in our capabilities is what will ensure our collective success.

Michael Benarroch,

Provost and Vice-President, Academic

## Setting the Stage

Urban, culturally diverse and inclusive, Ryerson is Canada's leader in innovative, career-oriented education. Home to almost 46,000 students with more than 120 graduate and undergraduate programs and a vibrant school of continuing education, the Ryerson community also includes almost 4,000 faculty and staff and nearly 200,000 alumni worldwide.

Ryerson's Academic Plan for 2014 to 2019, *Our Time to Lead*, has guided the university since 2014. It articulated a shared vision that has empowered our diverse community of students, faculty and staff to continue pushing boundaries across disciplines, and defined how we see ourselves as an academic institution.

The success of *Our Time to Lead* is demonstrated through major achievements across critical areas including teaching and experiential learning; graduate studies; scholarly, research, and creative (SRC) activity; and vital partnerships with community, government and industry. The establishment of our law school sets a new precedent by challenging the status quo to ensure the lawyers of the future are equipped with the range of skills required to meet the needs of all Canadians.

It is through these achievements that we live out Ryerson's motto, "With Mind and Skill." As we move into Ryerson's next decade, our university continues to evolve conventional approaches in many areas of postsecondary education – especially career-focused learning and teaching, innovative research and sustainable city-building.

## Celebrating Success

Over the past five years, *Our Time to Lead* has provided the guidance required to strengthen Ryerson's position as a leading Canadian comprehensive innovation university. The Plan's many successes include:

### Relevant programming

Since 2014, undergraduate enrolment increased by 16 per cent and graduate enrollment increased by 21 per cent. Program offerings also expanded, with two new bachelor's programs, seven new master's programs and three new doctoral programs.

Students choose Ryerson because we provide opportunities for them to apply their learning in real-world situations. Over the past five years, experiential learning at Ryerson has grown significantly and the number of co-op programs has doubled to almost 25.

### Strength in research

Achievements in scholarly, research and creative (SRC) activity include a significant increase in external research funding along with new chairs such as the Jarislowsky Chair in Democracy and Ryerson's first Canada Excellence Research Chair, as well as several Canada Research Chairs. Our SRC development has also been enriched through the creation of the Yellowhead Institute, a First Nation-led research centre, the opening of the Centre for Urban Innovation, and the establishment of the Faculty of Science research space in the MaRS complex. In addition, Ryerson has been recognized as a leader in advancing equity, diversity and inclusion to foster inclusive excellence in SRC.

### Innovation

Between 2014 and 2019, Ryerson has also made significant progress in fostering an innovation ecosystem. We celebrate many highlights, including:

- obtaining approval for a new law school that will feature innovative approaches to teaching and learning;
- expanding our Zone Learning network to 10 zones across a wide range of disciplines;
- seeing our Digital Media Zone (DMZ) ranked as the world's top university incubator;
- establishing applied research centres such as the Institute for Biomedical Engineering, Science and Technology (iBEST) and Centre for Urban Energy (CUE);

- launching the Office of Social Innovation;
- being named lead institution of the Future Skills consortium, a national group focused on finding solutions to the Canadian economy's future needs and enhancing access to in-demand skills and training; and
- establishing global connections with Ryerson Futures Inc. in India and Vietnam.

Collectively, these and other initiatives illustrate how Ryerson is not only embracing the innovation landscape but playing a pivotal role in charting the way forward.

### **Focus on communities and cities**

Since 2014, Ryerson has made significant contributions in community engagement and city-building. This includes appointing the first vice-president of equity and community inclusion, being named Canada's first Ashoka Changemaker Campus and seeing Ryerson join the WC2 group of universities working to address cultural, environmental and social issues affecting global cities. We also established the Ryerson Urban Water Institute, a multi-disciplinary collective involving more than 40 experts across six faculties and 13 departments working to reshape urban water management and innovate new technologies.

SciXchange is another example of how Ryerson actively contributes to the broader community. Its mission involves making science engaging, comprehensible and accessible to the general public, with the goal of increasing science literacy and fostering critical thinking about scientific issues. An important factor in SciXchange's success is that it provides opportunities for community members to engage in science through hands-on work and discussion.

Ryerson has amplified conversations and research in the areas of social justice and sustainability in the Greater Toronto Area (GTA) and beyond, including 2019 Social Justice Week programming that included discussions sharing Indigenous perspectives on our responsibility to the Earth, and the challenges and opportunities associated with feeding cities as urban populations grow.

By adding new physical infrastructure to the Toronto landscape, Ryerson has modernized the university's urban footprint. This includes the Daphne Cockwell Complex, the Centre for Urban Innovation, and the Sheldon and Tracy Levy Student Learning Centre. Beyond providing spaces for learning and working, these buildings have created welcoming spaces that encourage collaboration and innovation.

### **Looking back, moving forward**

In developing this Academic Plan, we consulted extensively across the Ryerson community. The overarching consensus was that *Our Time to Lead* offered a solid foundation upon which to continue building. Using that plan as our springboard, we will leverage our collective achievements as we continue striving for excellence.

An Academic Plan is both aspirational and operational. It involves finding a balance between articulating our goals and bringing them to realization in practical and achievable ways.

By working together, we can continue advancing Ryerson's vision, mission and mandate while engaging and inspiring students and the broader community.

## A Summary of Consultation Findings

In defining and shaping the next Academic Plan, members of the Ryerson community were invited to consider two key questions:

- *How do the values and priorities in Our Time to Lead intersect and how might they be refined or focused in the next plan?*
- *How does work in respective local units relate to the Academic Plan, and how might those units work with other groups across the university to advance Ryerson's priorities?*

### Overview

Consulting with the Ryerson community on this 2020-25 Academic Plan began in late spring and summer 2019. Consultations continued in the fall of 2019 in a second phase.

Early in the process, there was general consensus about critical cornerstones that helped structure this document:

- The Ryerson community was enthusiastic about the university's overall direction;
- The community was comfortable with refreshing and refining the deliverables established in *Our Time to Lead*;
- The community expressed interest in seeing greater focus in the new plan in the form of more clearly defined priorities, with tangible markers that could be readily assessed, as well as specific implementation strategies.

Beyond these foundations, the consultations and town halls yielded other key learnings that have informed this document. That included a desire to see Ryerson reaffirm its commitment to:

- furthering our focus on Indigenous perspectives
- broadening the university's national and global reputation through increased research, graduate studies and post-doctoral researchers
- continuing Ryerson's commitment to preparing students for the complex society in which they will live and work, in addition to focusing on the overall student experience
- expanding international initiatives
- advancing sustainability, including fiscal, community, and environmental sustainability

- enhancing classrooms and other learning spaces
- embedding civility as a value governing how we work, collaborate and engage as members of a shared community
- renewing our focus on collaboration and interdisciplinary approaches to learning
- reinforcing our recognition of the importance of overall wellbeing, including mental health
- strengthening our external connections beyond Ryerson in the form of partnerships, collaborations, work-integrated learning, and co-op opportunities
- placing a new emphasis on city-building, with a focus on urban realities, a greater stewardship role and enhanced community engagement.

## **BY THE NUMBERS**

### Consultations on the 2020–25 Academic Plan

**28** town halls/presentations

**16** spring/summer town halls

**12** fall town halls

More than **1,750** participants

To build a plan reflecting the widest possible perspective and the greatest number of voices within the Ryerson community, discussions also took place with the Senate; Chairs, Directors and Deans; participants in the distinguished visitors program; students and staff.

## Our Values

In *Our Time to Lead*, 14 values were established as being critical to propelling that plan and Ryerson forward. These values remain fundamental to the work of the Ryerson community, and are now expressed as seven core values in the 2020-25 Academic Plan.

Underpinning all seven values is academic freedom. At the heart of what it means to be a university, academic freedom provides us with the liberty to think critically, explore and exchange new ideas, and evaluate and challenge norms and preconceptions. It is a cornerstone of knowledge creation. We unequivocally embrace freedom of thought and expression in support of teaching, learning and SRC. Building a community where we can speak, write, critique and otherwise articulate ideas and perspectives provides a foundation for all that we do at Ryerson.

Woven throughout these values is a commitment to examine and challenge the status quo and identify where and how we can do things differently. Going forward, we remain committed to being bold in our thinking, actions and decisions as an academic institution, and in how we live our values every day.

### **Excellence**

We aspire to excellence in all our work, both inside and outside the classroom. Whether that is in the research lab, at a co-op placement, in the office or maintaining campus infrastructure, it means we strive for excellence in a way that is positive and authentic. Inclusive excellence means that a commitment to inclusion is infused throughout the university, from recruiting and admissions to curriculum development, faculty and staff hiring, administrative structures and leadership. At the same time, a focus on inclusion informs the ways in which we measure or assess excellence. Overall, Ryerson's commitment to providing an exceptional postsecondary experience depends on the actions and accomplishments of the entire university community.

### **Equity, Diversity and Inclusion**

Equity and diversity are essential components of a modern, accessible post-secondary institution. Teaching, learning and SRC at Ryerson are influenced by the diversity of ideas and experiences that members of our community bring. A major strength of our university comes from the diversity in our Ryerson family, which reflects the very essence of Toronto, the diverse, multicultural community we call home. Additionally, we recognize the relationship between the social and physical environment and disability, focussing on solutions to remove barriers. All

students, staff and faculty are respected and appreciated as valuable members of the Ryerson community, and a commitment to equity is embedded in our everyday thinking and actions.

### **Mutual Respect and Shared Success**

Respect and a commitment to shared success underpin how we work together and how we treat one another. Collaboration for mutual success shapes our work and the ways in which we measure achievement. While our daily activities might be largely independent, there is value in working toward common goals. Mutual respect must be evident in the way we communicate our ideas, how we debate and listen to each other, how we lead and make decisions, how we conduct ourselves, and how we articulate and comprehend our identities in all their diverse forms. Learning can be transformative but can also, naturally, generate discomfort – it is important, therefore, to create safe spaces for difficult conversations. Healthy discussion, where differing viewpoints are expressed, is a cornerstone of higher education. That discussion is most effective when it occurs with integrity, responsibility and respect.

### **Sustainability**

Sustainability involves behaving in ways that reflect our responsibility to future generations. Sustainability also means taking meaningful action to protect the environment and being fiscally responsible while ensuring a high-quality, student-centred experience. Ryerson is committed to pursuing environmental, social and economic sustainability through our academic programs, SRC activities, built environment, operations and policies. We recognize our individual and collective responsibility for our campus, our community and our planet.

### **Boldness**

The university champions creativity, innovation and ingenuity, encouraging students, faculty and staff to think boldly, take initiative and demonstrate resourcefulness. This includes civic, cultural and social advancements that enrich society's fabric, improve quality of life and drive responsible change. This is how we approach all our work, from how curriculum is developed and taught, to how services and systems are delivered to support the operation of the university.

### **Wellbeing**

Ryerson is committed to the success of its community by creating a safe, secure, collegial, healthy, and inclusive environment that puts people first, is supportive of the whole person and enhances the development of physical, mental, emotional, and spiritual wellbeing. Wellbeing is fundamental to positive social

and academic outcomes and healthy communities. It focuses on the strengths individuals bring to our community, honouring and learning from each person's lived experiences. It involves creating welcoming, accessible and accommodating work, learning, and social environments.

### **Access**

Access to education can transform lives and communities. Ryerson is committed to providing access to education and employment opportunities for students, faculty and staff, particularly those from marginalized, under-represented and equity-seeking groups. Access includes lifelong learning, expanding our individual and collective horizons through professional development and learning opportunities that meet students' needs. Building on a principle of shared responsibilities, Ryerson continues to create an environment where barriers to participation can be removed. We foster partnerships across the institution that make education more accessible to all students.

Our values are not simply aspirational statements captured in a document; they are to be lived across all aspects of university life. Collectively, these values give shape to Ryerson's identity and provide the foundation for scholarship that equips our students to succeed.

## Our Priorities

Over the next five years, our work will be guided by the priorities outlined here — an extension of the thinking and approach previously taken in *Our Time to Lead*.

As we are at a new place in Ryerson's history, the general consensus of the many voices we heard in building this 2020-25 Academic Plan is that there is a strong desire to see Ryerson stay the course while taking a more international lens.

Adopting a broader, ever-more global view lends itself to big-picture thinking, ideas and, subsequently, action. Ryerson's *Internationalization Strategy* provides a road map for our university's increased global engagement.

Over more than seven decades, members of the Ryerson community have made important contributions to society and the world around them. Going forward, the following priorities will continue this trend and will further position Ryerson as a trailblazer as we enter the next decade.

## THE STUDENT EXPERIENCE

***Ryerson aims to cultivate a student experience that equips all students with the knowledge, skills and competencies they need to flourish and contribute to our ever-changing world.***

Excellence in learning and teaching, outstanding programs and services that support students, dedicated faculty and staff, and an unwavering commitment to holistic student well-being both inside and outside the classroom – these are the ways Ryerson strives to provide a high-quality experience to every student. Delivering on this priority involves all members of the Ryerson community, anyone who, in any way, influences the Ryerson student experience.

Ryerson will strengthen its commitment to providing interdisciplinary and experiential learning opportunities that bring students and faculty together to address real-world problems. In this, students will become more fully engaged with communities, service providers and industries as partners in their learning experiences. Additionally, we will provide opportunities for students to participate in zone learning, shaping initiatives from the ground up and gaining real-world experience.

Another important part of cultivating the student experience involves ensuring students can apply a global lens to their learning and develop global competencies as tomorrow's leaders. Global learning opportunities, both on and off campus, need to be accessible to students and must speak to their goals and interests.

Quality teaching is vital to the overall student experience. Ryerson will continue supporting our faculty by nurturing a culture of teaching excellence that encourages experimentation with bold approaches, innovative and inclusive pedagogies, creative outlets and technology-enhanced learning that is informed by research.

Also critical to the student experience is the creation of accessible, inclusive and engaging learning environments for a diverse student population. This involves examining how learning occurs and using a range of teaching practices and spaces that engage all students. Ryerson will continue fostering the use of open educational practices, flexible and active learning strategies, inclusive curriculum design, and technology-enhanced learning. This will ensure that we provide accommodating, modern environments that are suitable for the multi-faceted and innovative teaching and learning approaches used at the university.

Recognizing the importance of the student experience outside the classroom, Ryerson will continue providing exceptional academic, social and cultural programs and services that support our diverse student communities. These will be offered within a framework that supports students' overall wellbeing and recognizes the value of the whole person. We will ensure a positive experience for international students attending Ryerson, with international enrolment enriching the learning environment for both domestic students and those attending from abroad.

Ryerson embraces lifelong learning through undergraduate programming, continuing education courses and certificates, and a growing complement of graduate and post-graduate offerings. Lifelong learning also occurs in externally focused ways such as volunteering and mentoring, and through a vibrant alumni system that connects students and graduates to Ryerson over their lifetimes.

As a city builder, Ryerson has a responsibility to help maintain a people-friendly, safe and inclusive environment for students and all community members. Key to this is ensuring the safety and security of our campus.

The conditions we create for students, inspirational teaching, an empowered faculty and staff, diverse learning environments and global experiences are components of the very best student-centred experience, an experience that is uniquely Ryerson, and that prepares graduates to thrive in the world beyond the university.

## SCHOLARLY, RESEARCH, AND CREATIVE ACTIVITY AND GRADUATE STUDIES

*Ryerson attracts talented and diverse faculty, graduate students and post-doctoral researchers who develop and apply new ideas that matter in the world.*

Excellence in scholarly, research and creative (SRC) activity is a cornerstone of Ryerson's identity. Focusing on local, national, and international engagement and cooperation, Ryerson's SRC activities respond to societal needs and advance transformative knowledge. Faculty, post-doctoral researchers, and graduate students make tangible contributions to communities and industry.

We are strengthening our strategic and multidisciplinary collaborations, expanding international partnerships, and promoting greater alignment between the innovation ecosystem and research. Ryerson is committed to enhancing the impact of its research with knowledge mobilization and open access initiatives.

As Ryerson aspires to a more prominent national and global profile, new partnerships and endeavours, based on our talent and research expertise, promise to deepen our research intensity and overall influence. Ryerson's Strategic Research Plan (2020-2025) outlines the ways in which the university is supporting and building SRC excellence, intensity, and impact through bold ideas in areas of national and global leadership, as well as in emerging areas of strength.

Ryerson faculty and students are increasingly participating in international research collaborations and connecting with global research networks. As we look to engage globally, we are welcoming the world, including visiting scholars, collaborators and students, to our campus. Our commitment extends to attracting graduate students and post-doctoral researchers, and increasing the number of international students who choose Ryerson. This includes ensuring that graduate programs are accessible to under-represented groups, and that appropriate services and supports are available for all students.

Graduate students play a critical role in SRC activity, and involvement in research is a key part of the graduate experience. Across our graduate programs, in those that are research-oriented as well as those with a professional focus, we will expand learning opportunities and maintain our focus on addressing labour market and societal needs.

Ryerson's commitment to SRC and graduate studies, and to broadening our connections across Canada and the world, affirms our intent to strengthen our

reputation for world-class excellence.

## ADVANCING INDIGENOUS INITIATIVES

*Ryerson aspires to social change by embedding Indigenous thinking, ideas, experiences and expertise in our work.*

*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.*

–Ryerson University Land Acknowledgement

The Truth and Reconciliation Commission of Canada (TRC) has emphasized the special role of educational institutions, both in terms of the state of relations between Indigenous and non-Indigenous peoples and the role education can play in supporting Indigenous knowledge and reconciliation more broadly.

Ryerson is steadfastly committed to truth and reconciliation.

Situated in Toronto, home to one of the largest and most diverse Indigenous populations in Canada, Ryerson is well placed to serve as a leader in this area. Building on existing foundations, entrenching an Indigenous focus in our university affairs and across our community is critical.

This includes:

- growing and retaining Indigenous faculty and staff;
- integrating Indigenous pedagogies and experiential learning opportunities;
- expanding curriculum with Indigenous content and perspectives, led by Indigenous peoples;
- recruiting and supporting Indigenous students in all academic programs;
- promoting community-grounded research and Indigenous research practices;
- transforming university space to reflect and expand the Indigenous community's presence; and
- ensuring ongoing education and training for the campus community about Indigenous histories.

Realizing these objectives involves thoughtful cross-campus collaboration led by Indigenous voices, and the broader Indigenous community, to ensure the steps we are taking are meaningful and result in a positive impact in whatever areas they touch.

In recent years, groups and individuals across the university have begun this important work. Going forward, those initiatives, as well as new ones, will be supported. Initiatives related to this priority will also remain informed by the contributions of the university's Truth and Reconciliation Commission Strategic Working Group, which is guiding the implementation of recommendations from the *2018 TRC Community Consultation Report*.

This priority is about embedding and sustaining Indigenous thinking, ideas, ideals, cultures and worldviews in our work. Fundamentally, it is about ending the marginalization of Indigenous peoples and knowledges while ensuring Indigenous communities can continue to grow and thrive at the university. Ryerson aspires to lead the way in transforming Canadian social institutions and norms, and moving toward a future defined by mutual respect and collaboration.

## **INNOVATION: CONTINUING TO CHALLENGE THE STATUS QUO**

*Ryerson's vision is to be Canada's leading comprehensive innovation university.*

Throughout our history, innovation has meant evaluating and challenging conventional approaches to post-secondary education inside and outside the classroom. That approach has enriched our society and the Toronto community that Ryerson calls home, resulting in an improved overall quality of life.

An innovation ecosystem is characterized by risk-taking, examining subjects critically and creatively, and thinking broadly to derive fresh ideas and solutions to problems. Ryerson's innovation ecosystem is showcased in many ways, including our labs, SRC partnerships, teaching, international collaborations and Zone Learning network. Focused on various sectors ranging from biomedical engineering, to fashion, energy and social justice, our 10 innovation zones are providing students with access to resources that help bring ideas to life as viable ventures in private, public and non-profit sectors.

In practice, innovation occurs every day across our campus. It can be seen in the ways we support students, our approaches to teaching and learning, and how our faculty and staff approach their work. A culture of innovation helps students to think creatively, take initiative and demonstrate resourcefulness. For well beyond half a century at Ryerson, innovation has:

- stimulated creative thinking and know-how;
- enhanced learning experiences offered to students;
- strengthened interdisciplinary connections;
- enhanced curriculum development;
- increased partnerships with complementary organizations; and,
- reinforced our university's strong commitment to a robust teaching and SRC culture.

Innovation requires an exchange of ideas across diverse communities, bringing new perspectives together to consider important questions and solutions. Whether the members of our university are engaging in social or civic ventures, driving responsible change in existing organizations, or creating new companies, products or jobs, they are tapping into the spirit of innovation that is the very essence of Ryerson. This spirit transcends our local and domestic borders, allowing us to exchange knowledge and share our perspectives with others, and opening us to alternative ways of thinking and to different cultural approaches.

Being innovative is true to who we are, a community that embraces unconventional, creative thinking and approaches to learning, teaching, SRC, and day-to-day operations. Innovation allows us to stand apart. We will build on our roots, continuing to develop and foster an innovation ecosystem throughout Ryerson.

We will do this by continuing to nurture an environment that instills creativity, critical thinking and useful skills across disciplines. We will support more students, faculty and staff in becoming innovators, entrepreneurs, activists and socially responsible citizens who can make a positive difference.

## COMMUNITY AND URBAN PARTNERSHIPS

*Ryerson is committed to advancing conversations on culture, economics, technology, social justice and the environment that lead to policies and actions that contribute to building inclusive, resilient, sustainable and dynamic cities.*

As a university located at the centre of Canada's largest city, Ryerson has deep connections with those who share our surrounding space and landscape. We share many of the same challenges and benefits of our urban location.

Closely linked to our surrounding communities, we continually seek ways to engage collaboratively in partnership with these communities and their residents. These relationships offer reciprocal benefits for our neighbours and provide real opportunities for Ryerson students, faculty and staff to make a difference. For everyone in the partnership, they put knowledge-sharing and learning exchange into everyday practice.

With more than 80 per cent of Canada's population living in urban environments, cities are our future. Given our downtown location, Ryerson is especially well positioned to play a significant role as communities in Toronto and beyond navigate the social, economic, political, environmental, cultural, physical and technological aspects of growth and change.

Going forward, we will continue to advance both conversation and action around safe, diverse, resilient, inclusive and sustainable cities. Equally, we will continue harnessing and sharing our expertise, keeping Ryerson at the forefront of discussions on key urban issues such as sustainable housing, renewable energy, health, water policy, future land use, smart infrastructure, urban design, migration and settlement, democratic governance, and wellbeing.

Ryerson will broaden its societal impact by developing even stronger regional and global ties. One way we'll achieve this is through our focus on city-building. This calls for enhancing our expertise as a leader in urban scholarship and research, and sharing what we've learned. We will take a more global lens as we further engage with an international community of city builders.

Being viewed as an urban thought leader calls for incorporating ideas and thinking from beyond our campus. That means collaborating with experts from other cities and institutions to share learning, ideas and solutions on critical urban issues.

These and other efforts will place Ryerson at the forefront of city-building discussions and initiatives, and will enhance our position as a city-building university.

## **What's Next?**

To better align resources and allow flexibility in responding to a changing environment, implementation strategies for the 2020-25 Academic Plan will be outlined in a separate document. This supporting Strategy Guide will provide examples of short, medium and long-term strategies that we heard throughout the consultation process for this Plan.

This Strategy Guide will be updated periodically and tied to the annual budget process. Faculties and divisions will be able to adapt or develop strategies locally in alignment with this Plan.

Progress will be monitored regularly, with annual reports to the community on the ways in which we are furthering the priorities articulated in the Plan.

## Academic Plan Advisory Group

As an integral part of the consultation process, the Provost formed an advisory group of faculty members and staff with a range of experience and knowledge to provide insight. Members are recognized for their thoughtful deliberations and their outstanding contributions to the development of the plan.

Ron Babin	President, Ryerson Faculty Association; Associate Professor, Ted Rogers School of Business Technology Management
Darrell Bowden	Executive Director, Office of the Vice-President, Equity and Community Inclusion
Louis-Etienne Dubois	Assistant Professor, School of Creative Industries
Catherine Ellis	Interim Chair, Department of History
Bilal Farooq	Canada Research Chair - Transportation, Assistant Professor, Department of Civil Engineering
Wendy Freeman	Director, E-Learning Office; Interim Director, Learning and Teaching Office; Associate Professor, Professional Communication
Kiaras Gharabaghi	Director and Associate Professor, School of Child and Youth Care
Mark Gorgolewski	Professor, Chair, Department of Architectural Science Department
Linda Koechli	Teaching Chair, Chang School; Program Director, Business, Chang School
Bryan Koivisto	Associate Professor, Department of Chemistry and Biology
Richard Lachman	Director, Zone Learning; Director, Research Development and Zone Learning, Faculty of Communication and Design; Assistant Professor, RTA School of Media
Elaine Lam	Executive Director, Business Development and Strategic Planning, Continuing Education
Seung Hwan (Mark) Lee	Director, Associate Professor, Ted Rogers School of Retail Management

Monica McKay	Director, Aboriginal Initiatives, Office of the Vice-President, Equity and Community Inclusion
Jen McMillen	Vice Provost, Students
Stephanie Melles	Associate Professor, Department of Chemistry and Biology
Pamela Robinson	Associate Professor, School of Urban and Regional Planning
Christina Sass-Kortsak	Assistant Vice-President, Human Resources
Nazia Sheikh	Librarian, Library and Archives
Neil Thomlinson	Associate Professor and CE Coordinator, Department of Politics and Public Administration
James Tiessen	Director, School of Health Services Management; Associate Professor, Ted Rogers School of Business Management
Nancy Walton	Director, School of Nursing
Fangmin Wang	Librarian, Library and Archives