

## REPORT OF ACADEMIC STANDARDS COMMITTEE

Report #W2022–1; Jan. 2022

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

- A. CHANG SCHOOL – Certificate Discontinuation for Leadership in Organizations
- B. CHANG SCHOOL – Certificate Modifications to Public Relations
- C. CHANG SCHOOL – Certificate Modifications to Crime Analytics
- D. CHANG SCHOOL – Certificate Modifications to Film Studies
- E. *For Information:* CHANG SCHOOL CERTIFICATES – Revisions (September/November 2021)

### A. CHANG SCHOOL – Certificate Discontinuation for Leadership in Organizations

#### Introduction:

Since 2011, the Certificate in Leadership in Organizations has been offered through The G. Raymond Chang School of Continuing Education in collaboration with the Human Resources Management and Organizational Behaviour department at the Ted Rogers School of Management. Based on an analysis of enrolment trends and the competitive landscape, we are proposing that the certificate be discontinued.

#### Background and Context:

The certificate was designed to help students gain organizational leadership and management skills applicable to a wide range of jobs and sectors. The Certificate in Leadership in Organizations:

- offers a combination of online and in-class learning (only one course online)
- is eligible for OSAP
- comprises university-level degree credit courses
- offers students the opportunity to apply all or most of the courses from the certificate as transfer credits to a Bachelor of Commerce program at the Ted Rogers School of Management or at other universities (subject to admission and the requirements of the degree they are applying to)

#### Certificate admission criteria:

Ontario Secondary School Diploma (OSSD) or equivalent with 6 Grade 12 U or M credits OR Mature student status with relevant professional experience.

Certificate structure: Six courses (2 required and 4 electives).

Required Courses (2)	Prerequisites
CMHR 405 Organizational Behaviour	
CMHR 640 Leadership	CMHR 405

Elective Courses (4)	Prerequisites
CMHR 600 Diversity and Inclusion in the Workplace	CMHR 523 or HTH 503 or Direct Entry
CMHR 650 Management of Change	CMHR 405 or HTH 601
CMHR 700 Cross-Cultural Dimensions of Organizational Behaviour	CMHR 405 or HTH 601
CMHR 721 Negotiation and Conflict Resolution	
CMHR 741 Managing Interpersonal Dynamics and Teams	CMHR 405 or HTH 601
CMHR 841 Organization Theory and Design	CMHR 405 or HTH 601
CMHR 850 Coaching, Facilitation and Internal Consulting	CMHR 741



**Indicator of Interest/Demand:**

An Express Interest button was introduced on the certificate webpage to allow students to request more information about the certificate. Since January 29<sup>th</sup> 2021, only 25 individuals have expressed interest.

Certificate challenges and case for discontinuation:

- Enrollment trends have resulted in limited revenue generation and imply low viability of the program.
- Due to of the limited resources at the Department of HR Management & Organizational Behaviour at TRSM (certificate’s academic home), one of the courses on the electives list has not been offered in a very long time. This inhibits certificate student progression through the certificate.
- Due to the low level of interest in this certificate program, courses are often offered via tied sections with the day school. Most of the time, these are scheduled during the day which is inconvenient for adult learners who may be employed during the day.
- Due to frequency and schedule of course offerings, OSAP eligibility is not a realistic option for students.
- The competitive landscape is saturated (see the Appendix), there are many offerings from GTA and Ontario universities that are convenient in format, duration, schedule, have modular curricular structure, and are available online. These other programs are more flexible because they are not considered university transfer credits.
- Due to departmental preferences, the certificate is not available online. While a few courses may have been virtualized due to the pandemic restrictions, only CMHR 405 is developed for online delivery. This puts the certificate at a competitive disadvantage.
- Target student definition appears geared to those working in the HR field. This limits a wider interest and makes the offering niche.
- There is some curricular overlap with the Certificate in Human Resources Management (HRM). The HRM certificate is an example of a highly viable certificate and perhaps resources and efforts are best concentrated on growing and enhancing that offering.

**Completion Plan for Current Students**

If approved, the discontinuation of the certificate would take effect in Winter 2022, with the last admit term in the certificate being Fall 2021. Some of the courses are in other certificates and would continue to be offered. For the rest of the offerings, we will plan to offer them in the following few semesters. Alternatively, these could be offered as a tied section to the day school offering so that students could complete the certificate.

Students would receive a clear and comprehensive communication informing them about the discontinuation, their options for completing the certificate program and a schedule for relevant course offerings so that they can plan accordingly.

There are currently 66 active students in the certificate program.

Required Course	# of students that still need to take each course in order to complete the certificate
CMHR 405	4
CMHR 640	50
Electives (students choose 4 from the list below)	# of students who could potentially take each elective
CMHR 600	58

CMHR 650	54
CMHR 700	61
CMHR 721	43
CMHR 741	54
CMHR 841	63

### Appendix – Competitor Landscape (non-comprehensive)

Program	Format/Duration/Structure
Organizational Leadership, Rotman School of Management, University of Toronto	Online, self-paced, 6 weeks, modular
Certificate in Leading a Culture that Innovates and Executes, Schulich School of Business, Executive Education Centre, York University	5 day, currently offered virtually
Leadership Essentials, School of Continuing Studies, University of Toronto	6 courses, Online
Certificate in Leadership, OpenEd in partnership with the Gordon S. Lang School of Business and Economics, University of Guelph	5 courses, Face-to-face and Online.
Professional Certificate in Leadership, Western Continuing Studies, Western University	3 courses, Online, real time
Leadership Certificate, Professional Development, University of Waterloo	5 courses, virtual, one day in length.
Masters Certificate in Public Sector Leadership, Sprott School of Business, Carleton University	Modular (3 modules), each module delivered over 4-6 days, currently delivered virtually.
Leadership Programs, Executive education, Queens University	Several programs, short format (about one month)
Leadership Essentials, CCE, McMaster University	5 days of coursework, delivered Virtually now

Note: While the above list is limited to universities, colleges like Seneca College also have Certificates in Leadership on offer.

### Recommendation

Having satisfied itself of the merit of this proposal, the Academic Standards Committee recommends: ***That Senate approve the discontinuation of the certificate in Leadership in Organizations – Chang School.***

### B. CHANG SCHOOL – Certificate Modifications to Public Relations

#### Introduction and Rationale

The Certificate in Public Relations currently requires students to complete eight (8) 39-hour courses - five (5) required courses and three (3) 39-hour electives. With the exception of CDPR 100, all courses in the certificate are certificate-credit only; CDPR 100 has both degree credit and certificate credit status.

Based on the findings of a comprehensive program review we are proposing the following curriculum changes:

- delete one 19.5-hour elective
- reposition two 39-hour electives as required courses

- reduce the number of electives required to graduate from three (3) 39-hour courses to two (2) 19.5-hour courses
- modify three required courses: three changes in course titles and descriptions, one change in duration, one change in credit status, and one prerequisite removal
- change all course codes in the revised curriculum in order to: a) reflect the credit type change of CDPR 100 from degree- *and* certificate-credit status to certificate-credit status only; and, b) re-sequence the certificate curriculum in a way that makes sense for both students and administrators

### **Course Deletion (elective category)**

[CDPR 103 \*Advanced PR Writing\*](#)

#### **Rationale**

Relevant content from [CDPR 103 \*Advanced PR Writing\*](#) will be incorporated into the updated version of the required writing course CDPR 111 (to become CDPR 211) *Strategic Storytelling*.

### **Course Repositioning and Modification (course code change)**

#### **Current course code and category**

[CDPR 106 \*Media Relations\*](#) - elective course category

[CDPR 108 \*Social Media in Public Relations\*](#) - elective course category

#### **Revised course code and category**

CDPR 206 *Media Relations* - required course category

CDPR 208 *Social Media in Public Relations* - required course category

#### **Rationale**

Whether working in-house or as a freelance agent, Public Relations professionals require skills in media relations and social media. Content from both courses was unanimously determined by the Program Advisory Council members to be essential for success across agencies, government, non-profit and corporate communications. Note that CDPR 108 (to become CDPR 208) has been fully redeveloped and delivered as of Fall 2021.

### **Course Modification (CDPR 100) - Course code, title, description and credit type change**

#### **Current course code, title, credit type and description**

CDPR 100 Public Relations Principles

**Credit type:** Certificate and Degree Credit

**Description:** This course presents students with the basic concepts and principles of public relations. Topics explored include the history and trends, processes, and practices areas of public relations. Students will also learn the elements of communication planning and implementation, including research, communication plan development, writing, and evaluation. Public Relations Principles I is the foundation course for all other courses in the Public Relations certificate program. (Formerly CDPR 201) (Equivalent to BDC 917/RTA 917).

#### **Revised course code, title and description**

CDPR 200 Public Relations Foundations

**Credit type:** Certificate Credit

**Description:** This course introduces students to foundational theories and principles underlying the broadly defined practice of public relations. Students explore various practice areas and organizational settings in which public relations professionals apply their skills to add value, depending on context. Areas of practice include corporate social responsibility, government relations, crisis management and investor relations. Basic elements of communication planning, implementation and evaluation are introduced.

#### **Rationale**

While this course was once equivalent to the degree-credit offering for undergraduates, their descriptions - and purpose - have diverged significantly over time. The course in the certificate offers students foundational knowledge in public relations, applicable to working across sectors, and sets students up for success in the remainder of the certificate program. The course description of RTA 917 (formerly BDC 917) is specific to the world of broadcasting and media, having students “apply practical learning through the development of a launch campaign for a television program.”

#### **Course Modification (CDPR 113) - Change in course code and duration**

**Current course code and duration:** CDPR 113; 39 hours

**Revised course code and duration:** CDPR 213; 19.5 hours

#### **Rationale**

While internal communications management is of great curricular importance, a fulsome review of the required courses reveals that significant portions of this course material is covered in other courses. For example, the recently redeveloped version of CDPR 108 discusses practical applications of traditional and social media internal to organizations. And, various required courses discuss the management and planning of internal communications as well as the tools to advise senior management effectively to deal with internal audiences. This newly revised, half-credit, elective course will focus on cross-cultural communication within organizations and any additional matters related to internal communications that are not covered elsewhere in required course content.

#### **Course Modification (CDPR 105) - Course code, title and description change**

##### **Current course code, title and description**

[CDPR 105 \*Research and Program Evaluation\*](#)

**Description:** This course provides an opportunity for learners to apply techniques of research and evaluation to investigate public relations issues. Students will learn both qualitative and quantitative strategies for public relations practice. Working both individually and in small groups, students will conduct a systematic secondary research report and a primary research report; learn to create and apply online metrics platforms; and conduct a study of an organizational public relations campaign.

##### **Revised course code, title and description**

*CDPR 205 *Communications Research and Campaign ROI**

**Description:** Communications professionals continually need to capture, and effectively communicate, “Return on Investment” of their work outputs to organizational leaders. This course provides an opportunity for students to apply techniques of research and evaluation to public relations issues, learning both qualitative and quantitative strategies for public relations practice. Working both individually and in small groups, students will conduct a systematic secondary research report and a

primary research report; learn to create and apply online metrics platforms; and conduct an evaluation of a public relations campaign.

### **Rationale**

Although a strong course, our review flagged two important gaps: one in teaching students how to use popular media monitoring tools (CISION, Meltwater) as part of their campaign research and planning process, and a second in closing the “ROI loop” by effectively reporting campaign results. PR professionals continually need to demonstrate and communicate “Return on Investment” of their work outputs to organizational leaders. Adding these two elements will result in a high-value learning experience for students and set them up for success in public relations practice.

### **Course Modification (CDPR 111) - course code, title and description change; removal of prerequisite**

#### **Current course code, title, description and prerequisite**

[CDPR 111 \*Writing for Public Relations\*](#)

**Description:** Learners will study the strategy and the basic concepts of effective public relations writing, including the use of a variety of communications tools used in public relations programs. The emphasis will be on the preparation of materials such as media releases, newsletters, brochures, letters, memos, reports, proposals, backgrounders, and public service announcements within the context of program planning and audience targeting.

**Prerequisite:** CDPR 100

#### **Revised course code, title, description and prerequisite**

CDPR 211 *Strategic Storytelling*

**Description:** The course introduces the strategies and basic concepts of effective public relations writing, including the use of a variety of communications tools used in public relations programs. Emphasis will be on understanding the principles of lean writing and applying them to the preparation of a media kit for use in a news conference. Major components - including key messages, news and feature media releases, pitch letters and fact sheets, speeches, and biographies - culminate in the presentation of the completed media kit.

**Prerequisite:** None

### **Rationale**

While writing technique (structure, grammar) is crucial for communications professionals, the digital world of PR requires effective storytelling to stand out in a saturated market of content. Shifting the emphasis of this course to strategic storytelling, while necessary modules on writing technique, will better prepare certificate graduates for the real world of PR. Redesigning course content will also eliminate substantial overlap currently found in other courses (namely, CDPR 103 Advanced Writing and CDPR 108 Social Media in Public Relations).

Removing the prerequisite will allow students to take CDPR 200 and CDPR 211 concurrently in their first term, addressing a frustration expressed by past and current students eager to pursue two courses per term for a shorter time to program completion.

### **Course Modification (CDPR 107) - course code, title and description change**

**Current course code, title and description**

[CDPR 107 Public Relations Project](#)

**Description:** This course will provide learners with an opportunity to assess the theory and skills required by an actual public relations challenge. Students who work in public relations are expected to submit a program or project report including an assessment of their work based on best practices. Students who, because of employment or other sufficient reasons, are unable to submit a program or project report may receive the required credit by doing a major paper.

**Revised course code, title and description**

CDPR 300 *Public Relations Capstone*

**Description:** This course will provide learners with an opportunity to apply the knowledge and skills gained throughout the certificate to an actual public relations challenge. Students who work in public relations are expected to submit a program or project report, including an assessment of their work based on best practices. An Experiential Learning Coordinator will help match students who do not already work in the field with a suitable employer partner. Students who, because of employment or other sufficient reasons, are unable to submit an experiential-based program or project report may receive the required academic credit by completing a major paper.

**Rationale**

Changing the course code and title is for improved clarity of the program pathway on the certificate website; courses are listed in numerical order, so a change to “200” will position the capstone course at the end of the list of required courses (opposed to the middle, which we know from anecdotal evidence, confuses prospective students).

The program area is resourced with an Experiential Learning Coordinator who will focus on building the experiential learning option that many students request. This option will not replace - but complement - the research project option in the capstone course; student feedback demonstrates appreciation for the academic rigour of the research option and it also meets the needs of students who already work in PR and do not need additional applied learning.

**Current Certificate Structure****Required Courses: 39-hour courses**

[CDPR 100 Public Relations Principles](#)

[CDPR 104 Planning Programming and Budgeting](#)

[CDPR 105 Research and Program Evaluation](#)

[CDPR 107 Public Relations Project](#)

[CDPR 111 Writing for Public Relations](#)

**Electives: 39-hour Courses (select 3)**

[CDPR 106 Media Relations](#)

[CDPR 108 Social Media in Public Relations](#)

[CDPR 113 Internal Communications Management](#)

**Electives: 19.5-hour Courses**

*\*Two 19.5-hour courses may be completed as the equivalent of one 39-hour course*

[CDPR 103 Advanced PR Writing](#)

[CDPR 110 Reputation Management](#)



[CDPR 116 Public Relations Ethics](#)  
[CDPR 117 Crisis Communication](#)

### **Revised Certificate Structure**

#### **Required Courses: 39-hour courses**

CDPR 200 Public Relations Foundations  
CDPR 204 Planning Programming and Budgeting  
CDPR 205 Communications Research & Campaign ROI  
CDPR 206 Media Relations  
CDPR 208 Social Media in Public Relations  
CDPR 211 Strategic Storytelling  
CDPR 300 Public Relations Capstone

#### **Electives: 19.5-hour Courses (select 2)**

CDPR 210 Reputation Management  
CDPR 213 Internal Communications Management  
CDPR 216 Public Relations Ethics  
CDPR 217 Crisis Communication

**Implementation:** Fall 2022

### **Recommendation**

Having satisfied itself of the merit of this proposal, the Academic Standards Committee recommends: ***That Senate approve the certificate modifications to Public Relations – Chang School.***

### **C. CHANG SCHOOL – Certificate Modifications to Crime Analytics**

The Department of Geography and Environmental Studies and the Department of Criminology would like to make the following changes to the Certificate in Crime Analytics.

#### **1. Remove CCRM 100 from the required courses and add it to the electives**

##### **CCRM 100: Introduction to Criminal Justice**

This course introduces students to the administrative and institutional components of the Canadian criminal justice system and the principles that govern it. The course will be organized around the police, courts, correctional systems, and will take a critical approach to both the formal principles of justice as they apply to this system, as well as how they are woven into the process at various stages. (Formerly JUS 300.)

##### **Rationale**

This course offers a broad overview of the field of criminal justice rather than addressing issues related to crime analytics. It is more appropriate to add this to the elective category for students who are interested.

#### **2. Add CCRM 318: Violence and Communities to the required courses**

##### **CCRM 318: Violence and Communities**

This course explores a variety of issues related to the topic of communities in terms of denoting both geographic space and social networks and crime. Students will critically evaluate such topics as the stereotypes associated with and representations of certain communities, the spatial distribution of violent

crime, gentrification and crime, the effects of policing and punishment on communities, and the efficacy of area-based crime prevention initiatives that are currently popular in many North American jurisdictions. Prerequisites: CCRM 100 and (CCRM 102 or CCRM 101)

### **Rationale**

This course speaks to important social and spatial issues that are raised in relation to the field of crime analytics.

Please note that although this is a 300-level course, the Department of Criminology has agreed to **waive the prerequisite** for students enrolled in the Certificate in Crime Analytics who can demonstrate adequate professional experience or education that satisfies program requirements. This will allow them choice in determining which elective to take. Students who do not have the requisite background knowledge to successfully complete CCRM 318 must take a prerequisite course as a certificate elective.

### **CURRENT CURRICULUM STRUCTURE**

#### **Required**

CCRM 100 Introduction to Canadian Criminal Justice  
CODG 101 Spatial Databases and Digital Cartography  
CODG 102 Digital Geography and Spatial Analysis  
CODC 910 Spatial Methods in Crime Analysis  
CODC 911 Crime Analytics Project

#### **Electives** (select 1)

CCRM 102 Introduction to Criminology  
CCRM 300 Policing in Canada  
CODG 127 Digital Geography Applications in Community and Social Services  
CODG 210 Spatial Database Management Systems  
CODG 212 Spatial Statistical Methods  
CPSY 300 Psychology and Law  
CPSY 622 The Psychology of Criminal Behaviour

### **PROPOSED CURRICULUM STRUCTURE**

#### **Required**

CCRM 318 Violence and Communities  
CODG 101 Spatial Databases and Digital Cartography  
CODG 102 Digital Geography and Spatial Analysis  
CODC 910 Spatial Methods in Crime Analysis  
CODC 911 Crime Analytics Project

#### **Electives** (select 1)

CCRM 100 Introduction to Canadian Criminal Justice  
CCRM 102 Introduction to Criminology  
CCRM 300 Policing in Canada  
CODG 127 Digital Geography Applications in Community and Social Services  
CODG 210 Spatial Database Management Systems  
CODG 212 Spatial Statistical Methods  
CPSY 300 Psychology and Law  
CPSY 622 The Psychology of Criminal Behaviour

## Implementation: Fall 2022

### Recommendation

Having satisfied itself of the merit of this proposal, the Academic Standards Committee recommends: ***That Senate approve the certificate modifications to Crime Analytics – Chang School.***

### D. CHANG SCHOOL – Certificate Modifications to Film Studies

The Certificate in Film Studies has a long history of success at The Chang School, ranked as 12/79 on the metric of certificate student enrollments (2014-20). Impacted by the COVID-19 pandemic, film studies course offerings in 2020-21 were limited, negatively impacting certificate performance for the year (ranking 33/79 in certificate student enrollments).

We believe the decline in student enrollment is temporary as this certificate remains a differentiated offering in the continuing education landscape; our competitors do not have the extensive facilities, equipment, or national brand necessary to launch a competitive program in filmmaking. Before classes return to campus “en masse”, and certificate student enrollment rebounds, we propose the following curriculum changes:

- To ensure continued alignment with the undergraduate curriculum where appropriate:
  - Reflect changes to the course titles of the Film Technology courses MPF107 and MPF207 that were recently proposed by the School of Image Arts.
  - Align the Film Production required courses (CDMP 129 and CDMP 229) to their equivalents in the undergraduate curriculum. These two certificate courses have degree-credit status and are 78-hours in duration; yet, in the undergraduate program, the equivalents are two 39-hour courses (CDMP 129 is equivalent to MPF 106 and MPF 206 while CDMP 229 is equivalent to MPF 322 and MPF 422). Aligning these required courses with the undergraduate degree program will eliminate curriculum confusion experienced by students and will reduce scheduling challenges during the fall and winter terms. Consequently, the number of required courses in the certificate will be eight instead of six; however, **the total hours of instruction (390 hours) will remain unchanged.**
- Deletion of elective courses that do not meet the needs of continuous learners. The electives selected to remain in the curriculum have a relatively strong enrollment history and provide students with applied knowledge and skills in areas of film-making that complement the production and technology-focused required courses, including: screenwriting, production design, cinematography and directing.

### Current Curriculum (8 courses; 390 hrs of instruction)

#### Required Courses

[CDMP 129 Motion Picture Production I](#)

[CDMP 229 Motion Picture Production II](#)

[CMPF 107 Film Technology I](#)

[CMPF 207 Film Technology II](#)

[CMPF 423 Film Technology III](#)

[CMPF 301 Business of Film](#)

#### Electives (select 2)

[CDMP 120 Film History](#)

[CDMP 121 Film Theory](#)

[CDMP 125 Fiction Screenwriting](#)

[CDMP 126 Non-Fiction Screenwriting](#)  
[CDMP 231 Short Filmmaking: On Location](#)  
[CDMP 700 Advanced Screenwriting](#)  
[CFPN 323 Sound Design for Digital Media I](#)  
[CFPN 501 Scenography I: Art Direction](#)  
[CFPN 502 Directing Screen Performance - Basic Principles](#)  
[CFPN 531 Cinematography and Lighting Design I](#)  
[CFPN 533 Sound Design for Visual Media II](#)  
[CFPN 601 Scenography II: Production Design](#)  
[CMPC 101 Visual Studies I](#)  
[CMPF 300 Film Technology IV](#)  
[CMPF 302 Business of Film II](#)

**Revised Curriculum (10 courses; 390 hrs of instruction)**

**Required Courses**

CMPF 106 Film Production: Silent Film  
[CMPF 107](#) Introduction to Cinematography  
CMPF 206 Film Production: Sound Film  
[CMPF 207](#) Introduction to Editing and Sound  
CMPF 322 Film Production  
CMPF 422 Film Production  
[CMPF 423 Film Technology III](#)  
[CMPF 301 Business of Film](#)

**Electives (select 2)**

[CDMP 125 Fiction Screenwriting](#)  
[CDMP 231 Short Filmmaking: On Location](#)  
[CDMP 700 Advanced Screenwriting](#)  
[CFPN 323 Sound Design for Digital Media I](#)  
[CFPN 501 Scenography I: Art Direction](#)  
[CFPN 502 Directing Screen Performance - Basic Principles](#)  
[CFPN 531 Cinematography and Lighting Design I](#)  
[CFPN 601 Scenography II: Production Design](#)

**Implementation: Fall 2022**

**Recommendation**

Having satisfied itself of the merit of this proposal, the Academic Standards Committee recommends: ***That Senate approve the certificate modifications to Film Studies – Chang School.***

**E. For Information: CHANG SCHOOL CERTIFICATES – Revisions (September/November 2021)**

- i) Certificate in Music: Global and Cultural Contexts: Course Deletions and Addition (Electives)
- ii) Certificate in Criminology: Course Deletion and Addition (Electives)

Respectfully Submitted,

Kelly MacKay, Chair for the Committee

ASC Members:

Robyn Parr, Interim Registrar

Donna Bell, Secretary of Senate

Kelly MacKay, Chair and Vice-Provost Academic

Marcia Glasgow, Office of the Vice President Equity and Community Inclusion

Jason Lisi, Director, Curriculum Quality Assurance

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