



# OUR TIME TO LEAD

## **Academic Plan 2014–2019**

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**Executive Summary**

**Office of the Provost and  
Vice President Academic**

**RYERSON  
UNIVERSITY**



**Ryerson is on  
a transformative  
path to become  
Canada's leading  
comprehensive  
innovation  
university.**

***It is our time  
to lead. →***

Located in the heart of one of the world's most diverse urban centres, Ryerson is recognized for high-quality, career-related and professional bachelor, master's and doctoral programs and relevant scholarly, research and creative activities.

Our academic plan builds upon our proud traditions and positions Ryerson as a leading post-secondary institution.

Over the next five years, we will provide students with the best learning experience, leading to great careers and engaged graduates who enable change. We will continue on a transformative path to meet the changing needs of students and help to shape Canada's future generation of change makers and advocacy leaders, innovators and entrepreneurs.

Our strong foundation of distinctive programs and research activities will be enhanced and expanded, and we will continue to cultivate leadership in new approaches to teaching and learning. Innovation and entrepreneurship will be fostered through our pioneering zone learning. We will draw to Toronto new opportunities and partnerships with external organizations, attracting the brightest and most ambitious innovators from around the world.

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# Our Momentum

In two decades, Ryerson has transformed into a comprehensive university with an array of undergraduate, master's and doctoral programs and diverse scholarly, research and creative (SRC) activities.

Our Time to Lead builds upon Ryerson's proud traditions and its position as a leading post-secondary institution. It expands the university's strengths for relevant programs and SRC activities, its engaging and diverse learning and teaching environment that integrates theory with practice, and strong relationships with external communities.



**845**

Tenure & Tenure-Track Faculty

The Digital Media Zone is one of the world's

**top ranked**

university-based incubators

**Two-thirds of undergraduates**

enrolled in professionally-accredited programs

**100+**

undergraduate, master's & PhD programs

**First Choice**

for more undergraduate applicants than any other Ontario university relative to available spaces

Partnerships with more than

**130**

institutions in

**34**

countries

Award-winning Maple Leaf Gardens restoration

**40,000**

Students

Named Canada's First

**“Changemaker Campus”**

by the Ashoka Foundation for Leadership in Social Innovation

**2x**

Total research funding doubled between 2008 & 2013

**6**

applications for every available graduate space

**10+%**

of student population actively engaged in entrepreneurial-focused learning and activities

Home of world renowned Black Star Collection of

**320,000**

photographs

**140,000**

alumni worldwide

**Ranked 5th**

in sponsored research among Ontario non-medical/doctoral universities (2012/13)

**100+**

labs, institutes and research centres

Home to Canada's largest continuing education provider, The G. Raymond Chang School of Continuing Education

**94%**

undergraduates have an experiential learning component

# Taking Ryerson Forward

*Ryerson will be  
Canada's leading  
comprehensive  
innovation  
university.*

Throughout our history, we have challenged conventional approaches to post-secondary education. Innovative thinking – rooted in our culture and infused in our values – is central to our vision.

# Mission

Ryerson's distinctive core mission – to serve societal need by providing career-related and professional education, and scholarly, creative and research activities – responds to the demand for highly skilled, creative and critical thinkers who can frame increasingly interconnected, complex problems and determine effective solutions. It conveys the responsibility to serve as well as anticipate and respond to societal need by seeking and defining new opportunities to make the world better.

Our diverse learning community drives new lines of inquiry to foster responsive and robust research, innovation, scholarly and creative endeavours. We bring to life our motto, "With Mind and Skill." The foundational knowledge of a discipline is combined with real-world experiential learning experiences and life skills such as critical thinking, creativity and the self-confidence to take calculated risks. Cross-cultural competence and an appreciation of the linguistic and cultural diversity of the campus and the city help students to become responsible and engaged global citizens.

# Vision

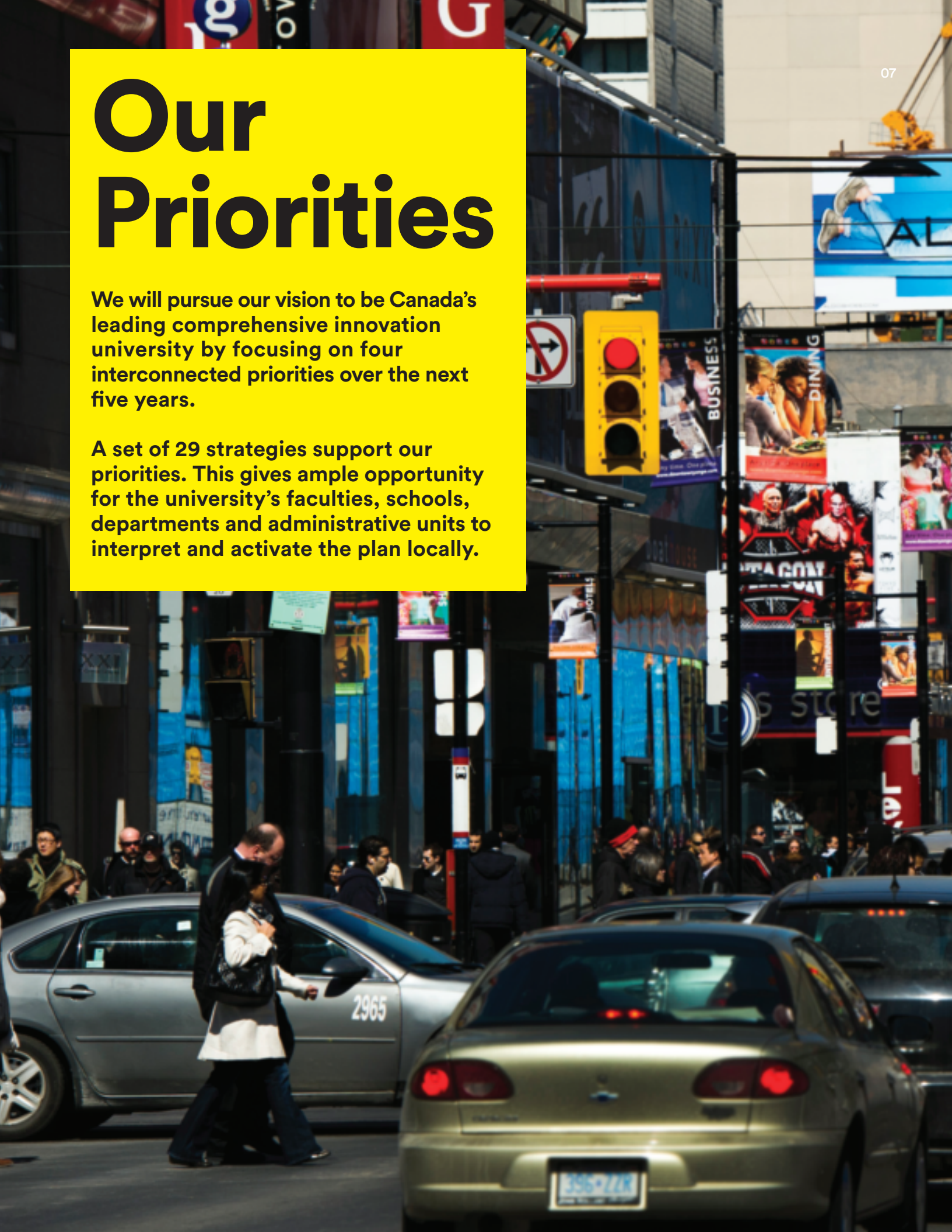
Ryerson will be Canada's leading comprehensive innovation university, recognized for its high-quality, career-related and professional bachelor, master's and doctoral programs and relevant scholarly, research and creative activities. It will be a global leader in interdisciplinary, entrepreneurial zone learning. Ryerson's students, graduates and faculty will contribute significantly to Ontario's and Canada's social, cultural and economic well-being.



# Our Priorities

We will pursue our vision to be Canada's leading comprehensive innovation university by focusing on four interconnected priorities over the next five years.

A set of 29 strategies support our priorities. This gives ample opportunity for the university's faculties, schools, departments and administrative units to interpret and activate the plan locally.







### ① *Enable Greater Student Engagement & Success through Exceptional Experiences*

Students are our top priority and are attracted by high-quality programs and learning opportunities that extend beyond the classroom. We will provide all students with exceptional experiences and opportunities – inside and outside their programs and classes, locally and globally – to prepare them with the necessary skills to build thriving careers in today's knowledge economy.



### ② *Increase SRC Excellence, Intensity & Impact*

Excellence in scholarly, research and creative (SRC) activity has been fundamental to Ryerson's evolution as a comprehensive innovation university. We will continue to build a collaborative, interdisciplinary culture that fosters inquiry, discovery, knowledge and creative works. We aspire to become one of Canada's top 10 non-medical research universities in terms of research funding, and a leader in applied SRC in collaboration with community, industry and government partners.



### ③ *Foster an Innovation Ecosystem*

We will nurture an environment that instills creative and entrepreneurial thinking across disciplines, and supports more students, faculty and staff to become innovators who can make a positive difference. Innovation to us includes civic, cultural and social innovations that enrich the fabric of society and improve quality of life, as well as innovations that create new jobs and drive change.



### ④ *Expand Community Engagement & City Building*

Community engagement is a hallmark of our approach to programs, experiential learning, and SRC activities. We will strengthen engagement in ways that move the university and the city forward together. We will expand external connections to create greater opportunities for academic and research interaction and collaboration, student engagement, and international reach and influence.

# Our Values

The values that follow illustrate Ryerson’s commitment to creating an open and accessible environment that is vibrant, inclusive and representative of an institution of excellence. Each of these values is important in its own right and together they serve as the foundation of the academic plan’s aspirations and priorities.



**Commitment to Excellence**



**Commitment to The Whole Person**



**Commitment to Community & Inclusion**

Excellence

## Excellence

The university strives for the highest standards in its programs, teaching and learning, SRC activity, administration and governance.

Excellence

## Academic Freedom

The university unequivocally embraces freedom of thought and expression in support of teaching, learning and SRC activity within a culture of mutual respect.

Excellence

## Integrity

The university expects students, faculty and staff to act in accord with the highest standards of conduct. The university strives to always manifest transparency, fairness and accountability in its processes of decision-making, administration and governance.

Excellence

## Enterprising

The university champions innovation and entrepreneurship, and empowers its students, faculty and staff to think creatively, take initiative and demonstrate resourcefulness.

Excellence

## Sustainability

The university takes responsibility for a shared future with the broader community, and aims to pursue environmental, social and economic sustainability through its programs, SRC activity, policies, built environment, and fiscally sound operations.

## The Whole Person

## People First

The university is committed to the success of its students, faculty and staff by creating a safe, secure and healthy environment that puts people first, is supportive of the whole person and enhances the development of physical, mental and spiritual well-being.

## The Whole Person

## Collegiality

The university fosters a collegial environment and collegial institutions where students, faculty and staff work in collaborative ways to support the university's shared mission.

## The Whole Person

## Lifelong Learning

The university encourages learning as a lifelong activity through accessible, responsive and comprehensive continuing education, and professional development and learning opportunities for students, faculty and staff.

## Community &amp; Inclusion

## Community

The university sustains its commitment to ensuring a strong sense of belonging and engagement for students, alumni, faculty and staff, and values mutual and reciprocal relationships with the broader community.

## Community &amp; Inclusion

## Inclusion

The university values the equitable, intentional and ongoing engagement of diversity within every facet of university life. It is the shared responsibility of all community members to foster a welcoming, supportive and respectful learning, teaching, research and work environment.

## Community &amp; Inclusion

## Respect for Aboriginal Perspectives

The university will continue to cultivate and develop relationships with Aboriginal communities, both within and outside the university. The campus environment will embrace and support Aboriginal learners, faculty and staff, and ensure Aboriginal people take a leading role in the advancement of Aboriginal education at Ryerson.

## Community &amp; Inclusion

## Equity

The university values the fair and just treatment of all community members through the creation of opportunities and the removal of barriers to address historic and current disadvantages for under-represented and marginalized groups.

## Community &amp; Inclusion

## Diversity

The university values and respects diversity of knowledge, worldviews and experiences that come from membership in different groups, and the contribution that diversity makes to the learning, teaching, research and work environment.

## Community &amp; Inclusion

## Access

The university is committed to providing access to education and employment opportunities at Ryerson for students, faculty and staff of all backgrounds, in particular those from marginalized and under-represented groups



# Our Plan

The extensive consultations undertaken in developing the plan and the high level of engagement are a testament to the passion and dedication of our students, faculty, staff and external partners, and are indicative of the university's forward trajectory.

A full version of the academic plan is available online:  
[www.ryerson.ca/provost](http://www.ryerson.ca/provost)

Office of the Provost and  
Vice President Academic

September 2014

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|--|---|--|--|
| <b>10</b><br>Months of<br>Consultation     | <b>50</b><br>Written<br>Submissions<br>Received | <b>60</b><br>Meetings                            | <b>2</b><br>Consultation<br>Papers<br>Circulated |
| <b>1</b><br>Community<br>Consultation Blog | <b>1,670</b><br>Participants                    | <b>6</b><br>Community-Wide<br>Town Hall Meetings |  |