

**Our Time to Lead: Academic Plan 2014 - 2019  
Annual Update to Senate  
June 2015**

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## I. Overview

On June 3, 2014, Ryerson University Senate unanimously approved the university's new five-year academic plan, *Our Time to Lead*.<sup>1</sup> This positioned Ryerson for continued momentum, giving its academic community a clearly articulated vision to become Canada's leading comprehensive innovation university.

With approval of the plan, the stage was set for moving into the integrated planning phase. As described in Section II below, faculties, academic schools and departments, and administrative units from across the university began their own planning processes. This has been the primary focus of the past academic year from planning perspective at the local level.

With a new plan, comes a new reporting format. In previous years, the achievements of an academic year were described in narrative and were assigned to one of the previous plan's five priority areas. There was a linear relationship between strategies and priorities.

One of the distinct aspects of reporting related to *Our Time to Lead* is that any one strategy or action can help to achieve *more than one priority*. Given this, a matrix/table approach for reporting on the progress of the plan's four priorities is provided in Section III. This replaces the narrative format used in previous years.

## II. Integrated planning

Ryerson is committed to an integrated planning environment. *Our Time to Lead* established the general framework from which individual academic and administrative units developed their own academic and strategic plans. Units set goals and objectives, linking these to those priorities and strategies in the university's academic plan which are relevant to them.

These local planning efforts began in earnest for most units during the 2014/15 fall and winter semesters after the community-wide rollout of *Our Time to Lead* in October (some faculties initiated their own consultation processes around the time that the university's academic plan was nearing approval).

The University Planning Office (UPO) established flexible timelines for developing and submitting plans, with an end goal of having plans ready for implementation by June 2015. This was to accommodate individual circumstances within Ryerson's faculties and divisions. UPO in collaboration with Computing and Communication Services (CCS) also rolled out a new online platform for plan development and reporting. This platform allows each reporting unit in the university to link each of its goals/objectives with the priorities and strategies of *Our Time to Lead*, as well as to quantitative indicators chosen by the reporting unit to track its performance. Going forward, at the end of each year of the plan, the tool will provide reporting units with a convenient method for reporting on its ability to execute the activities outlined in its plan, as well as to track the quantitative indicators it has selected.

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<sup>1</sup> <http://www.ryerson.ca/provost/planning/index.html>

Also of significance to the development of local academic plans, was the linkage with the annual budget development process. For the first time in Ryerson history, multi-year funding will be made available to units to help undertake strategic actions related to their academic plans. These budget allocation decisions will be made over the coming months.

### III. Progress on our priorities

During the 2014-15 academic year, attention and effort were directed at local plan development; progress reports from faculties and vice-provosts *were not* requested by the Office of the Provost and Vice President Academic (but will be in following years). That being said, significant progress across the university was made toward the four core priorities stated in *Our Time to Lead*.

What follows only highlights areas of progress. The examples provided are in no way exhaustive or representative of the tremendous amount of activity that took place this academic year.

#### **P1: Enable greater student engagement and success through exceptional experiences**

Ryerson continued to provide students with exceptional experiences. A new BA in sport media was successfully launched along with two certificates, a professional master's diploma and three new minors approved. Interdisciplinary course opportunities continued to be explored, bringing together students from a variety of disciplines and in one instance, from across the country. The provost also provided a response to a Senate taskforce on interdisciplinary programs with implementation to begin in the coming year. Ryerson faculty, instructors and staff continued to explore innovations in pedagogy; seven Ryerson modules were supported by MTCU for developing into open access, online modules. 2014/15 was marked most notably by the opening of the award-winning Student Learning Centre (SLC). From day one, students have used the spaces intuitively for collaboration, independent study and learning. The SLC is home to the technologically-rich Digital Media Experience, the Launch Zone, and for the first time, a centralized location for Student Learning Support to provide students with a one-stop approach to academic support services.

#### **P2: Increase SRC excellence, intensity and impact**

*Our Time to Lead* articulated a need to continue to build a culture that fosters inquiry, discovery, knowledge and creative works. As the VPRI update to Senate details, Ryerson faculty across disciplines continued to receive accolades and awards as well as recognition nationally and even internationally for their SRC. While research funding is only one of the indicators of research excellence at Ryerson, it is important to university rankings. In 2013-14, Ryerson exceeded \$40 million for the first time in its history. In 2015, Ryerson research continued its upward trend with research funding increasing by 10% to over \$44.8 million (official revenue numbers will be available in fall 2015). Strengthening graduate education was the focus of a provost taskforce and the recommendations of that exercise began to be implemented including the development and pilot of a new graduate funding model and the decentralization of graduate programs to program level.

### **P3: Foster an innovation ecosystem**

Just as the academic plan defined innovation broadly – encouraging our academic community to challenge the status quo with new solutions and to apply new ways of thinking to transform the world – the activities undertaken to achieve this priority were just as broad. Zone learning strategically expanded to include three new pilot zones in social ventures (fuelled by the Faculty of Arts), law and a general zone space for all Ryerson students in the Student Learning Centre; this brings the total number of zones – including pilots – to eight across campus. Innovation expanded beyond traditional boundaries; a minor in social innovation proposed by the Faculty of Community Services was approved by Senate for launch in the new academic year and an interdisciplinary “Supercourse” offered by FCAD in partnership with the DMZ brought together students from *five* different disciplines. FEAS’ innovation ecosystem expanded through initiatives such as the launch of the optional specialization in engineering innovation and entrepreneurship and another successful round of funding of student entrepreneurs through the Esch awards. Significant support was received by the university through federal, provincial and private foundation funding streams for increased social innovation and research-driven incubator activities.

### **P4: Expand community engagement and city building**

The matrix on the following pages confirms that community engagement and city building permeated much of the academic and research activity undertaken at Ryerson in 2014/15. The SLC is a bricks-and-mortar expression of city building and the opening of the building engaged not only our students but the greater Toronto community as well. Co-op programs expanded, engaging important industry and community partners and providing meaningful experiential learning opportunities for students. The Jack Layton Summer School was launched to provide young people with civic leadership opportunities, the Ryerson University Foundation Program provided international students with enhanced learning opportunities, and outreach and engagement activities in FEAS and FOS impacted Ryerson students, high school students, their families and young women considering careers in STEM disciplines. Hundreds of students, faculty and staff participated and contributed directly to civic and cultural events happening throughout Toronto such as Open TO, World Pride and Nuit Blanche. Ryerson research centres and institutes including the Urban Transportation Lab, the City Building Institute and the Global Diversity Exchange have research and engagement mandates tied directly to the vitality of Toronto and other cities both in Canada and around the world.

### **A reporting matrix**

As mentioned in the Overview, this year a matrix/table is being provided to deliberately illustrate how much of the activity at Ryerson is integrated, interdisciplinary and collaborative work. Many units contributed their expertise and knowledge to significant joint efforts. This also reflects how initiatives achieved more than one priority of the academic plan. A scan of the table gives a sense of activities related to programming, innovation in pedagogy, student support and services, community engagement and partnerships, SRC activity and innovation, and equity, diversity and inclusion.

<b>Progress on our priorities: activities in 2014/15</b>	<b>P1</b>	<b>P2</b>	<b>P3</b>	<b>P4</b>
Award-winning Student Learning Centre opened	X		X	X
BA in sports media launched BA in intercultural relations and languages approved	X			
Three minors approved: public relations; global politics and development; social innovation	X		X	
New optional specialization in engineering innovation and entrepreneurship launched	X		X	
Two new certificates including big data launched; new certificate in digital art production approved	X			
First professional master's diploma launched in aerospace design management	X			
TRSM launched the first of 11 co-op education programs, covering all full-time bachelor of commerce degree programs/majors; new co-op in Architectural Science	X			X
Students from five programs participated in interdisciplinary 'Supercourse' - developed by the RTA School of Media and DMZ	X		X	
One of four universities in three different time zones participating in 'Making the Future' interdisciplinary course – developed by the Faculty of Arts and DMZ	X			X
6th annual Ryerson Aboriginal Student Showcase held in partnership with the Library, Ryerson Aboriginal Student Services, and Aboriginal students and faculty	X	X		
Launch of the Aboriginal Research Portal by the Library with support from the Aboriginal Education Council	X	X		
RTA Sportsnet Centre opened in Mattamy Athletic Centre	X			
Jack Layton Summer School for leadership development launched by the Faculty of Arts	X			X
First cohort of 25 international students completed the Ryerson University Foundation Program - partnership between the Chang School, Faculty of Arts and Undergraduate Admissions and Recruitment	X			X
The Internationally Trained Medical Doctors (ITMD) Bridging Program launched by the Chang School	X			
250 law school graduates completed the groundbreaking Law Practice Program; year one of three-year pilot	X			X
Seven Ryerson modules received funding from the province's Shared Online Fund	X			
Pilot of 28 courses in new learning management system	X			
10 faculty-led projects supported by Learning and Teaching Enhancement Fund; 600-plus faculty and instructors attended 21st-annual faculty teaching conference	X			
11 distinguished visitors appointed	X		X	X
Amendments to Policy 60 on academic integrity passed at Senate; Policy 60 committee prepared a new set of recommended changes	X			
Strengthening of interdisciplinarity programs given endorsement by provost's response to Senate taskforce	X	X		

<b>Progress on our priorities: activities in 2014/15</b>	<b>P1</b>	<b>P2</b>	<b>P3</b>	<b>P4</b>
Implementation of graduate education task force recommendations; new graduate funding model developed and piloted; decentralization of graduate programs to local level	X	X		
Strengthening of continuing education model undertaken by task force review	X			
Future Smart – the professional skills for graduate students program led by the Yeates School of Graduate Studies with various university partners – expanded to include more options	X			
Tri-Mentoring Program launched Access TMP for students with disabilities	X			
Student Learning Support moves to one central location in the SLC providing students with a one-stop approach to academic support services	X			
Work began on the ServiceHub - a new, centralized space for all front-facing services of the Registrar's Office	X		X	
The Access Centre implements 'Clockwork': a simplified registration system for students eligible for academic accommodation	X		X	
School of Disability Studies' Out From Under exhibit displayed at Canadian Human Rights Museum	X	X		X
FEAS continued outreach through Women in Engineering's WEMADEIT, Youth Think Tank, Pitch Black project; Faculty of Science continued to champion outreach through Science Rendezvous and a first-of-its-kind Spaceflight experiment	X			X
Participation in local, cultural and city-wide civic events such as BuskerFest, Open TO, NXNE, 1in100, World Pride, Nuit Blanche, PanAm Games, ScotiaBank Contact Festival, WE Day	X			X
FCAD signed transfer agreement with Sheridan for graduates to apply for admission to Bachelor of Journalism				
Launched online job-finding initiative 'Magnet' in partnership with Ontario Chambers of Commerce	X		X	
Established partnership with Level39 – Europe's largest accelerator			X	X
Collaborated with the Bombay Stock Exchange Institute and the University of the Witwatersrand to facilitate the global expansion of start-up companies from the DMZ, Zone StartUps India and the Witwatersrand Tech Zone		X	X	
38 international agreements signed	X	X		X
Eight new labs and institutes opened: Urban Transportation Lab, Smart Grid Lab, City Building Institute, Centre for Urban Land Development, Privacy and Big Data Institute, Advanced Manufacturing and 3D Printing Lab, Brookfield Institute for Innovation and Entrepreneurship, Global Diversity Exchange		X	X	X
Two more Canada Research Chairs announced; one new Tier 2 CRC named in 2015; allocated two additional Tier 1 Canada Research Chair positions for 2014 based on research performance		X		
Three faculty admitted to the Royal Society College of New Scholars		X		
Three Canadian Partnership Development Grants awarded; four Early Research Awards; two CIHR Team Grants; a Canadian Partnership Against Canada Grant		X		X
Improved Tri-Council funding performance resulted in doubling of Canada		X	X	

<b>Progress on our priorities: activities in 2014/15</b>	<b>P1</b>	<b>P2</b>	<b>P3</b>	<b>P4</b>
Foundation for Innovation envelope to \$4.75M				
Maytree Foundation joined forces with TRSM bringing \$1.7 million to support research in diversity and immigration		X		X
Received two of three awards under Ontario Centres of Excellence and the Ontario Aerospace Council call totalling \$720,000		X		
Named to the inaugural board of Consortium for Aerospace Research and Innovation in Canada		X		
Two Ryerson affiliated researchers named to Research Matters Ontario's Top 50 Game-Changing Discoveries		X		
Participated in Mitacs not-for-profit funding pilot resulting in new national Mitacs program; opens funding doors for more researchers and students		X		
Ontario expanded funding for Advanced Digital and Professional Training (ADaPT) to \$1.45 million over two years to provide training and support paid internships and employment for arts and social sciences students and graduates	X	X		
202 student internships (MITACs, Talent Edge, Campus Connects) and 130 undergraduate research scholars supported	X	X		
7D Surgical receives \$1 million FedDev boost to bring technology to market		X	X	
Three Ryerson startups raised over \$6.8 million in follow-on capital ((based on lab created IP, two in RC4)			X	
Ryerson recipient of \$10.7 million CAIP funding as lead with Simon Fraser University and UOIT for a research-driven incubator		X	X	
Recipient of \$2 million for student entrepreneurship/innovation through Campus Linked Accelerators	X		X	X
Recipient of \$500,000 RECODE award to support social innovation		X	X	
Recipient of \$500,000 for Social Enterprise Demonstration Seed Fund			X	X
One of two Canadian institutions to join 8m. Euro Social Innovation Project - SI Drive – an international network of more than 26 institutions		X		
Chosen to host the prestigious 8th Annual Conference of the Academy of Innovation and Entrepreneurship on campus in August 2015, world-class institutions Tsinghua University (China) and Oxford University (UK)		X	X	
33 invention disclosures received for university created intellectual property (IP); supported filing of seven patents and executed three licenses			X	
56 student companies incubated with funding and mentorship through Summer Company	X		X	
Zone learning expands with three new pilot zones: Social Ventures Zone; Launch Zone; Legal Innovation Zone	X		X	X
21 students supported through Esch Foundation Awards; 89 students supported in total since awards launched in 2013 to foster student innovation and entrepreneurship in FEAS	X		X	
Award-winning Soup and Substance series continued to address issues of equity, diversity and inclusion	X			X
Statement on mental health and well-being endorsed by university leadership	X			