

BOARD OF GOVERNORS
Monday, September 24, 2012
Jorgenson Hall – JOR 1410
380 Victoria Street
5:00 p.m. to 7:30 p.m.

AGENDA

Time	Item	Presenter/s	Action
5:00 (1)	IN-CAMERA DISCUSSION (Senior Management Invited)		
	1.1 Ryerson Builds - Capital Project Status Reports	<i>J. Hanigsberg E. Strobach</i>	Information
	1.2 Annual Board Assessment Executive Summary 2011-12	<i>P. Yaffe</i>	Information
5:15	REPORT FROM THE VICE PRESIDENT, UNIVERSITY ADVANCEMENT	<i>A. Kahan</i>	
	1.3 Quarterly Advancement Report	<i>A. Kahan</i>	Information
END OF IN-CAMERA SESSION			
5:20 (2)	INTRODUCTION		
	2.1 Chair's Remarks	<i>P. Yaffe</i>	Information
	2.2 Approval of the September 24, 2012 Agenda	<i>P. Yaffe</i>	Approval
5:25 (3)	PRESIDENT'S REPORT	<i>S. Levy</i>	Information
5:30 (4)	Post-Secondary Transformation Process Strategic Mandate Agreements	<i>S. Levy P. Stenton</i>	Information
6:30 (5)	REPORT FROM THE PROVOST AND VICE PRESIDENT ACADEMIC		
	5.1 The Academic Year Ahead	<i>J. Isbister</i>	Information
(6)	REPORT FROM THE SECRETARY	<i>J. Shin Doi</i>	Information
6:45 (7)	DISCUSSION ITEMS		
	7.1 <u>Report from the Chair of the Employee Relations and Pension Committee</u>	<i>J. Côté O'Hara</i>	Information
	(a) Ryerson Retirement Pension Plan (RRPP) Valuation Report and Filing of Report with Regulators	<i>L. Allen</i>	Approval

	(b)	Appointment of Actuary	<i>L. Allen</i>	Approval
6:50	(8)	Continuing Education Students' Association of Ryerson (CESAR) Health and Dental Referendum Proposal	H. Lane Vetere	Approval
7:05	(9)	CONSENT AGENDA		
	9.1	Approval of the June 25, 2012 Minutes	<i>P. Yaffe</i>	Approval
	9.2	Appointment of Board Representative on Ryerson University Alumni Association (RUAA)	<i>A. Kahan</i>	Approval
	(10)	OTHER BUSINESS		
	(11)	FOR INFORMATION		
	11.1	Ryerson Achievement Report		
	11.2	Alumni Election to the Board 2012 Report Results		
	11.3	Board of Governors Work Plan 2012-13		
	11.4	Periodic Program Review Report		
	11.5	Ryerson University Senate Dates 2012-13		
	11.6	Academic Appointments		
	11.7	Ryerson University Common Abbreviations		
	11.8	AUCC Newsletter		
7:15	(12)	IN-CAMERA DISCUSSION (Board Members Only)		
	12.1	Appointment of Chancellor	<i>S. Levy</i>	Approval
7:30	(13)	TERMINATION		

NEXT MEETING OF THE BOARD – November 26, 2012

MISSION STATEMENT

The special mission of Ryerson University is the advancement of applied knowledge and research to address societal need, and the provision of programs of study that provide a balance between theory and application and that prepare students for careers in professional and quasi-professional fields.

As a leading centre for applied education, Ryerson is recognized for the excellence of its teaching, the relevance of its curriculum, the success of its students in achieving their academic and career objectives, the quality of its scholarship, research and creative activity, and its commitment to accessibility, lifelong learning, and involvement in the broader community.

By-Law No. 1 Being the General By-Laws of Ryerson University

ARTICLE 9

CONFIDENTIALITY AT BOARD MEETINGS HELD IN CAMERA

“Attendees are reminded that discussions entered into and the decisions made during this *in camera* session are carried out in confidence and are not to be repeated or discussed outside the room in which the Board is meeting except with others who are in attendance at this *in camera* session and who agree to abide by these conditions or as otherwise provided in these conditions.

Any written material provided for this *in camera* session will be retained in confidence afterwards, or at my discretion be required to be returned to the Secretary at the end of the meeting.

Decisions reached during this *in camera* session which are to be announced after the meeting will be made public by the Chair or such other individual as is designated by the Chair, by official announcement or press release only and such publication does not free members of the obligation to hold in confidence the discussions which took place in this *in camera* session or the material involved.

Any person present who does not agree to abide by these conditions is asked to leave the meeting room at this time. The continued presence of a member or others in the room during the discussion at this *in camera* session shall indicate acceptance of these conditions.”

Board of Governors Welcome – I am pleased to welcome new and returning members of the Board of Governors to the 2012-13 academic session. At such an exciting time in university development, it is tremendous to rely on the talents and support brought to the Board table in the service of our students, scholars and community. Best wishes for a strong and productive year.

In Appreciation – Sincere thanks to Premier Bill Davis, who named Ryerson a beneficiary of the Red Rose Ball of The St. George's Society held earlier this year. In recently accepting the proceeds of \$260,000 from the event, we announced that Ryerson will create an endowment to support student awards from the donated funds. The St. George's Society of Toronto recognized Premier Davis with its distinguished Award of Merit for contributions to the community.

In Remembrance – A memorial was held on September 7th for Marko Mistic (3rd year Aerospace Engineering) and Mohammed Shahnawaz Zia (Aerospace Engineering '12), who perished with two friends in the tragic crash of a single-engine Cessna on August 24th. Shahnawaz and Marko were remembered as brilliant students who contributed greatly to Ryerson academic distinction and campus life, and the community mourns their loss.

Ryerson Distinction –

- **MIT World's Top Innovators Under 35:** Hossein Rahnama, RTA School of Media, Digital Media Zone, and founder and CEO of Flybits, was named to the MIT Technology Review TR35 list for his groundbreaking work in context-aware and cloud computing platforms. Past members include Google founders Larry Page and Sergey Brin, Facebook creator Mark Zuckerberg, and Jack Dorsey, creator of Twitter.
- **Forbes Magazine 100 Most Powerful Women in the World:** Sue Gardner (Journalism '90), Executive Director of the Wikimedia Foundation, is the only Canadian to make the Forbes' list of 2012 – joining, for example, Hillary Clinton and Queen Elizabeth II. The Wikimedia Foundation oversees the Wikipedia website, and leadership in online fundraising is credited with establishing Wikipedia as a global brand in the realm of new media, with a reputation as 'the most famous encyclopedia ever.'

Fall Convocation – Members of the Board are invited to attend the Fall 2012 Convocation celebrating student achievement. Honorary doctorates will be conferred on Assembly of First Nations Chief Shawn Atleo at the ceremony on Thursday, October 18th at 9:30 a.m.; and renowned Canadian tenor Colm Wilkinson on Thursday, October 18th at 2:30 p.m. On Wednesday, October 17th at 2:30 p.m. the Convocation Address will be delivered by Professor Frankie Stewart, Faculty of Engineering and Architectural Science, recipient of the 2012 President's Award for Teaching Excellence.

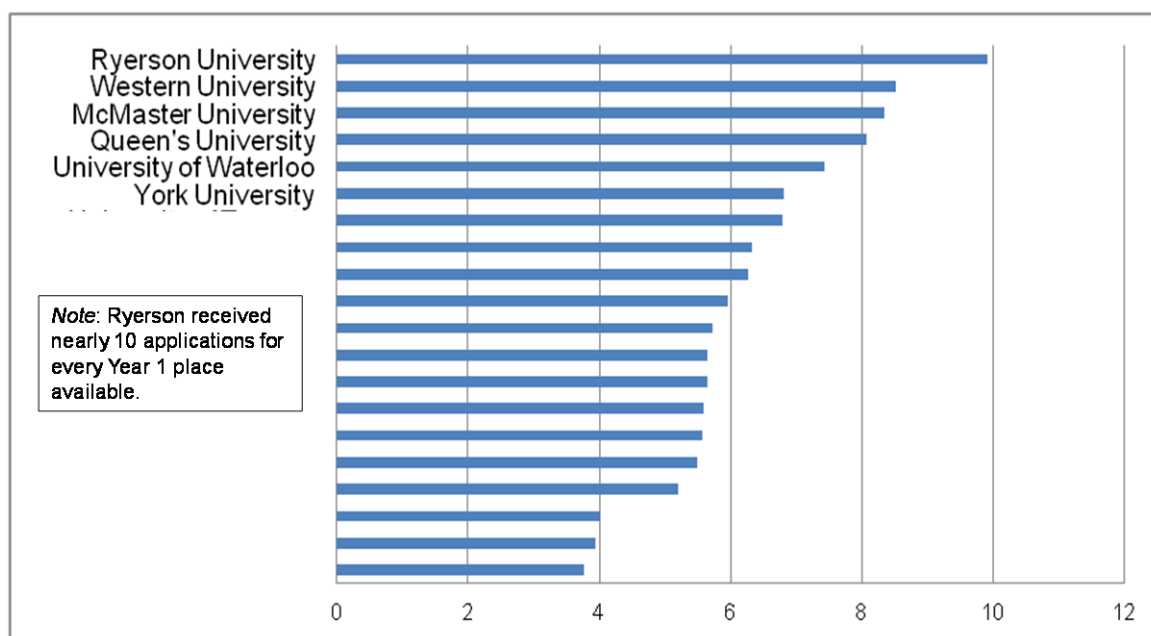
Search for Provost & Vice-President Academic – The Ryerson position was advertised in the *Globe and Mail* on September 12th and the August issue of *University Affairs*, and the process is advancing well. We are at the point where we will soon be receiving the 'long list' of interested applicants for initial consideration from the consulting firm.

President's National Entrance Scholarships – We are pleased to welcome the six recipients of the 2012-13 President's National Entrance Scholarships to Ryerson. Each scholarship is valued at \$40,000, renewable at \$10,000 per year with a CGPA of 3.67 and is awarded to current Canadian secondary school graduates who demonstrate academic accomplishment (minimum 90% average), leadership qualities, original thought and creative ability. This year's recipients are:

- Cameron MacDonald (Niagara Falls) – English, 96%
- Michelle Defilippis (Maple) – Contemporary Science, 92%
- Murshida Shahabuddin (Scarborough) – Business Management, 91.83%
- Nela Gojevic (North York) – RTA School of Media, 91.66%
- Karen Grubb (Neustadt) – Architectural Science, 90.5%
- Angela Dan Cheng (Toronto) – Nursing, 90.16%

Enrolment – Undergraduate student demand continues to be strong with just under 72,000 applications, an all-time high and an increase of 4% over last year. Of these, over 67,000 applications were for 7,500 first year undergraduate places. Graduate applications were up 5% from last year, with 6,040 applications and 1,203 offers accepted. The University is on target for its planned enrolment levels for this Fall. Total undergraduate and graduate full-time equivalent enrolment is estimated to be 30,320 compared with 26,000 the previous year.

Total Choices Applications/Confirmations Ratio, Fall 2012



Source: OUAC August 2012 data

RYERSON UNIVERSITY

Kenya – The graduation of Teriano Lesancha, the first Masai woman ever to attend university, captured the worldwide press and put Ryerson on the front page of the *Toronto Star*. Given the unprecedented achievement, and Teriano’s commitment to making a difference for her people, we decided to bring Convocation to the villagers of Loodariak and forge ties that would lead to greater opportunity for students in Kenya. The Convocation in Kenya on August 25th was the occasion for the launch of Teriano’s Education Foundation, an exceptionally moving event at which the most valuable gift of livestock was given by village leaders in turn. Ryerson has made excellent connections with government officials in Kenya interested in partnership opportunities. The trip was a remarkable success, covered extensively by the global media.

Student Orientation – There is something especially fitting about the students setting a new Guinness World Record for bell ringing this year, when we are ‘ringing in’ the Mattamy Athletic Centre at the Gardens as our new student and community venue. Along with all of the vibrant orientation activities, the Parade & Picnic Street Fair formerly culminating at the Toronto Islands this year inaugurated a new tradition with a concert at MAC that was an outstanding success.

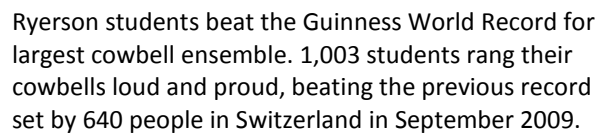
MAC Grand Opening – It was a special privilege to welcome members of the Board to the reception I was proud to host with Athletics Director Ivan Joseph on September 8th. We welcomed so many supporters from the university and community, as well as alumni from the Toronto Maple Leafs as our special guests, and the evening was capped with a victory by the Ryerson Rams in the first-ever hockey game on Mattamy Home Ice. A new time capsule designed by a team of Ryerson Interior Design students led by Professor Monica Polo was revealed on September 6th, including items such as a Rams jersey, campus newspapers, before/after photos of the building transformation, the first Loblaws at Maple Leaf Gardens store booklet, and the puck from the ceremonial opening with Prime Minister Stephen Harper. The entire opening weekend, featuring Varsity teams, community skating and opportunities to get acquainted with the new facility, was a remarkable effort involving so many people who outdid themselves in energy, dedication, time and spirit. Our heartfelt thanks are extended to them all.

Ryerson Image Centre – The launch of the RIC has attracted huge attention, with Canadian Press coverage picked up coast to coast. The September 2012 issue of *Toronto Life* included a feature article with many iconic photographs, and on August 12th *Architectural Lighting* magazine awarded its 2012 ‘Light & Architecture Design Award for Best Use of Colour’ to Diamond Schmitt Architects, for the transformative and interactive effect that “illuminates the campus and announces a new cultural destination in Toronto.” The highly anticipated opening exhibit, *Archival Dialogues: Reading the Black Star Collection*, runs from September 29th until December 22nd, and members of the Board are invited to encourage family and friends to attend.

International Fellowships – Ryerson ‘zones’ welcomed international students to participate in our distinctive research and entrepreneurial environments this summer. As part of the Centre for Urban Energy’s partnership with Anna University in India, six undergraduate and graduate students from the Urban Energy Centre (UEC) in Chennai came to Ryerson for the month of July to work on projects such as wind energy and electric vehicles. For all of the students, it was the first time visiting Canada; and for some, it was their first time leaving India. At the Digital Media Zone, our mission to India last year was followed up with the arrival of nine young entrepreneurs spending four months in the Zone. An August 28th article on *itbusiness.ca* commented that “it may just be the first time a Canadian technology incubator has formally launched a program to bring foreign startups into its fold.” DMZ welcomed international fellows from Tel Aviv University in Israel in August, and the program has also been extended to China.

Council of Ontario Universities Executive Committee, Government & Community Relations Committee
Board of Directors, The Fields Institute for Research in Mathematical Sciences
Board of Directors, Toronto Waterfront Revitalization Corporation
Board of Governors, Trails Youth Initiatives

Headline:
"Ryerson students demand more cowbell"



Day #7 TIFF - Mark Ivanir, Christopher Walken, Philip Seymour Hoffman and Catherine Keener





BOARD OF GOVERNORS MEETING

September 24, 2012

AGENDA ITEM: Post-Secondary Transformation Process Strategic Mandate Agreements

STRATEGIC OBJECTIVES:

- ☒ Academic
- ☐ Student Engagement and Success
- ☐ Space Enhancement
- ☐ Reputation Enhancement
- ☒ Financial Resources Management
- ☐ Compliance (e.g. legislatively required)
- ☐ Governance

ACTION REQUIRED: For Information

SUMMARY: Ryerson University is responding to a request by the Ministry of Training, Colleges, and Universities (MTCU) to prepare a strategic mandate agreement that outlines how colleges and universities plan to achieve significant improvements in productivity, quality and affordability through innovation and difference. The submission includes a proposed mandate statement, vision and three priority objectives. Ryerson has consulted and sought input from the community using this presentation and we will make our submission on the deadline date of September 30, 2012.

BACKGROUND: At the end of June, universities and colleges were invited to meet with the Premier, followed by a meeting with the Minister of Training, Colleges and Universities, on the government launch of a postsecondary sector "transformation process." The meetings coincided with the release of a discussion paper entitled Strengthening Ontario's Centres of Creativity, Innovation and Knowledge based on a vision statement that Ontario's colleges and universities will drive creativity, innovation, knowledge and community engagement through teaching and research and the principle of putting students first.

COMMUNICATIONS STRATEGY:

None required.

PREPARED BY:

Name
Date

APPROVED BY:

Paul Stenton
September 19, 2012

Postsecondary Education Transformation Strategic Mandate Agreement Consultations

September 19, 2012

Background

Public Policy Context:

Provincial Budget, Drummond Report, etc.

- \$15B Provincial deficit could balloon to \$30B
- Target to eliminate deficit by 2017-18
- Economy predicted to grow by only 2% annually
- Restructuring public sector services
- Operating grant reduction: -1% in 2013-14; -2% in 2014-15; \$750 per undergrad and master's international student clawback
- Adding 60,000 new PSE spaces by 2017-18:
 - = 35,000 undergraduate and 6,000 graduate university spaces

PSE Transformation

June 27, 2012: Minister announces a series of initiatives to transform post-secondary education

- MTCU Strategic Mandate Agreements (September 30)
- MTCU Discussion paper and consultations: ***Strengthening Ontario's Centres of Creativity, Innovation and Knowledge*** (September 30)
<http://www.tcu.gov.on.ca/pepg/publications/DiscussionStrengtheningOntarioPSE.pdf>
- HEQCO System-level performance measurement (August 31)

Louise Brown, Education Reporter, September 2, 2012

Ontario is bracing for what the man in charge of higher education calls the biggest overhaul since Bill Davis launched community colleges – and he's in a rush to get started.

“I would argue we're about to go through a decade-long transformation bigger than any we've had in nearly 50 years — to modernize our education system and spend smarter.”

*Glen Murray, Minister of Training, Colleges and
Universities*

Government's Vision

“Ontario’s colleges and universities will drive creativity, innovation, knowledge, and community engagement through teaching and research. They will put students first by providing the best possible learning experience for all qualified learners in an affordable and financially sustainable way, ensuring high quality, and globally competitive outcomes for students and Ontario’s creative economy.”

Strategic Mandate Agreement

Components of Strategic Mandate Agreement

- **Part 1: Proposed Mandate Statement**
- **Part 2: Institutional Vision**
- **Part 3: Three Priority Objectives**

SMA – Mandate Statement

Ryerson University is a centre of innovation and entrepreneurship providing professional and career-related bachelor, master's and doctoral programs that meet societal need, and advancing knowledge through scholarly, research and creative activities.

SMA – Mandate Statement

- *Ryerson is student focused, providing an innovative emphasis on creativity, entrepreneurship, experiential learning, continuing education, online learning, and transfer pathways.*
- *Ryerson is an inclusive, diverse learning community.*
- *In its role as a City Builder, Ryerson enhances access and has a positive, transformative effect on its local neighbourhood and the broader community.*

SMA - Vision

Ryerson University will be a “comprehensive innovative university” that is Canada’s leader in professional and career-relevant education and the university of choice for future entrepreneurs.

SMA - Vision

- *Expand the strong foundation of distinctive academic programs and related scholarly, research and creative activities, producing graduates who understand innovation and will enable change.*
- *A leader in providing entrepreneurial zone-based education, experiential learning, digitally-mediated course content, on-line education, and transfer pathways.*
- *As a City Builder, Ryerson will build partnerships that foster social innovation and economic development.*
- *Ryerson's students, graduates, researchers and faculty will contribute to Ontario's economic well-being and perpetuate a culture of innovation and entrepreneurship.*

SMA – Potential Priority Objectives

- **Economic Innovation:** To provide a platform for entrepreneurial innovation that serves as a magnet for the brightest students and faculty innovators. (*Zone funding; Graduate growth*)
- **Educational Innovation:** To transform the University's curriculum and its delivery to further improve educational quality and maximize student readiness for the creative economy. (*Experiential learning, Curricular renewal, digital mediation*)
- **Community-Institutional Innovation:** To be a City Builder and address societal need through neighbourhood transformation and expanded access to career-relevant programs with new programs, pathways and online learning. (*Undergrad growth; Online learning*)

WELCOME

Grant Buchanan, one of Canada's leading lawyers in telecommunications and broadcasting, Distinguished Visiting Scholar, RTA School of Media, Faculty of Communication & Design, and Law and Business Program, Ted Rogers School of Management

Wayne Clark, one of Canada's most preeminent designers, inaugural Distinguished Designer in Residence, School of Fashion, Faculty of Communication & Design

Marni S. Dicker, Senior Vice-President Business & Government Affairs and Corporate Counsel, SNC-Lavalin O&M, Distinguished Visiting Scholar, Faculty of Engineering and Architectural Science

David Ticoll, one of Canada's leading authorities on technology and business innovation, Distinguished Visiting Scholar, G. Raymond Chang School of Continuing Education

Frank Walwyn, one of Canada's top litigation lawyers, Distinguished Visiting Scholar, G. Raymond Chang School of Continuing Education

Paul Woods, long-time journalist for the Canadian Press, Rogers Distinguished Visiting Professor, School of Journalism, Faculty of Communication & Design

SEARCH COMMITTEE – DEAN OF TRSM

Dr. Ken Jones, Dean of the Ted Rogers School of Management (TRSM), is retiring July 1, 2013, after a stellar career at Ryerson as a professor, researcher and senior administrator. He joined Ryerson as a professor of geography in 1970, served as chair of Geography from 1987 to 1991, founded the Centre for the Study of Commercial Activity in 1992, and has served as Dean since 2005. He was awarded the NSERC/SSHRC Chair in the Management of Technological Change in Retailing from 1996 to 2006, and held the Eaton Chair in Retailing from 1995 to 2005. Among his many awards and accolades, he received the Sarwan Sahota Distinguished Scholar Award in 2000 and the Errol Aspevig Award for Outstanding Academic Leadership in 2012. We look forward to many opportunities to celebrate Dr. Jones in the year to come. A search for the next Dean will begin immediately in accordance with the Policy and Procedures Relating to Search Committees and Appointments in the Academic Administration ('AAA Policy').

ACADEMIC DEVELOPMENT

- **Bachelor's Degree in History** – Seventy-four students have been accepted into the new Bachelor's degree in History this Fall, the first undergraduate program in Canada featuring a museum studies option for students interested in related careers. Beyond the classroom, experiential learning opportunities will enable students to gain credit for work placements, internships and other professional opportunities, and participate in initiatives such as Alternative Spring Break, the International Issues Discussion series, and the University of

Mosaic. The Department of History is establishing nine new awards for incoming students as part of a larger strategy to support students and encourage excellence.

- **Certificate in Energy Management & Innovation** – This Fall, the Centre for Urban Energy and The Chang School have launched a Certificate in Energy Management and Innovation designed for current and aspiring professionals and entrepreneurs interested in careers in energy management, conservation, sustainability, and public policy; and developing new energy technologies and business enterprises. Program courses include: Energy Innovation and Entrepreneurship, Current Topics in Energy Management and Innovation, Renewable Energy and Green Technology, and Fundamentals of Project Management.
- **Introduction to Deaf Studies** – This summer Kristin Snoddon, Adjunct Professor, Early Childhood Studies, piloted the first *Introduction to Deaf Studies* course taught at Ryerson. The course focused on the deaf community at Ryerson as an ethnic group with its own language and cultural identity, and looked at the contributions made by the deaf community to society at large, and the role played by American Sign Language in deaf culture.
- **Undergraduate Research Opportunities** – In its third year the URO program supported fifty undergraduate students from across the university, providing \$6,500 for a 12-week period working with a faculty member of a summer research project. Two examples of URO projects saw 3rd-year Ted Rogers School of Hospitality and Tourism Management student Fraser McDonald assisting Professor Kelly MacKay with a project on social media use by hotel human resource managers; and Architectural Science student Nicholas Jones working with Professor Cheryl Atkinson on *A History of Public Spaces in Toronto*, which involved studying diagrams and archival maps to graphically chart how the city has developed since the late 18th century. Both URO scholars credit their summer experience with increasing their motivation to go on to graduate school, and in particular appreciated the opportunity to work independently, be mentored by a professor, and develop the skills acquired in learning how to contribute to the design and conduct of a research study in a field of interest.

FACULTY DISTINCTION

- Tetyana Antimirova, Physics, has received a 2012 Desire2Learn Innovation Award from the Society for Teaching and Learning in Higher Education, one of only five recipients across Canada – in recognition of innovative tools and pedagogical practices that build supportive and accessible learning environments contributing to positive learning outcomes.
- Annie MacDonell, Image Arts, is among the four finalists for The Grange Prize 2012, announced by the Art Gallery of Ontario on August 22nd. The only major Canadian art prize determined by public vote, the winner will be announced on November 1st, 2012.
- Caroline O'Brien, Ryerson Theatre School, curated 60 Years of Designing the Ballet at the Toronto Design Exchange to mark the 60th anniversary of the National Ballet of Canada.
- Kernaghan Webb, Director of the Institute of the Study of Corporate Social Responsibility, Ted Rogers School of Management, won the Standards Council of Canada Award of Excellence for contributions to social responsibility-oriented business standards.

- David Tucker, RTA School of Media, was selected as Open Book: Toronto's August 2012 Writer-in-Residence, featuring an online blog, an On Writing interview, reading and website recommendations, and a contest to win a copy of his short story collection *One Way Ticket*.
- Marilyn Lee, School of Occupational and Public Health, was chosen by the Guelph Food Technology Centre (GFTC) to join the selection committee whose members will bring "extraordinary knowledge and understanding of food safety and the food industry" to the inaugural Canada-wide GFTC Food Safety Recognition Awards.

STUDENT AND ALUMNI ACHIEVEMENT

- Engineering alumni Mario Garingo (Electrical and Computer Eng '11) and Yashodhan Athavale (MAsc '10) won first prize in a design and innovation engineering competition as part of the 11th International Conference for Upcoming Engineers held at Ryerson this summer. Their "brain stethoscope" can reach into any specific areas of the cerebral cortex, select any specific electrical frequency in the brain and then "hear" an auditory representation of the sounds. The project has potential as a new diagnostic and treatment tool, and co-supervisors were Professor Sri Krishnan and Dr. Mark Doidge, President of Cerebral Diagnostics Canada.
- The 2012 Toronto International Film Festival once again features the work of an inspiring group of Ryerson students and alumni, including:
 - *Tuesday* - Graham Foy and Benjamin Petrie (4th-year Image Arts);
 - *Deal Scavengers* - Aaron Phelan (Image Arts '04);
 - *Life Doesn't Frighten Me* - Stephen Dunn (Image Arts '13), starring legendary Canadian actor Gorden Pinsent;
 - Internet video: *S--- Girls Say* - Graydon Sheppard (Image Arts '05) and Kyle Humphrey, also chosen for TIFF's Mavericks, on-stage conversations with leaders in the film industry;
 - *Antiviral* – the first feature film by Brandon Cronenberg (Image Arts '08);
 - *Tower* – the first feature film by Kazik Radwanski (Image Arts '08);
 - *The Lesser Blessed* - Anita Doron (Image Arts '01);
 - *The End of Time* – a philosophical documentary by Peter Mettler (Image Arts '82).
- Chris Curreri (Image Arts '02) has won the RBC Emerging Artist Award, one of the 2012 Toronto Arts Foundation Awards. The awards celebrate artists, cultural professionals, businesses and philanthropists who have contributed to Toronto's arts and culture scene.
- Recipients of the 2011-2012 TA/GA Awards were announced by the Learning and Teaching Office on August 1st. The awards recognize the contributions made by teaching and graduate assistants (TA/GAs) and are based on three criteria: community building, employee relations, and enhancing the student experience. This year's recipients are: Natalya Androsova (The Writing Centre), Shannon Donaghey, (Marketing), Sara Gallant (Psychology), Jessica Sutherland (The Writing Centre), and Dana Svistovitch (Professional Communication).

PARTNERSHIPS & INTERNATIONAL INITIATIVES

- **RTA in LA with UCLA** – From August 19th-31st, thirty RTA School of Media students were in Los Angeles participating in the launch of an exclusive Ryerson program in partnership with the University of California, Los Angeles (UCLA). *RTA in LA* is a two week for-credit intensive

course on writing and producing for the US market, including 60 hours of lectures and seminars, tours, and opportunities to meet with industry executives, award-winning producers, writers, show-runners, management and talent agencies. The program culminates with Ryerson students pitching their ideas to a group of network executives. The course is designed and led by Ryerson, with facilities and faculty provided by UCLA. Based on the success of this first year, the plan is to work on making *RTA in LA* an annual program.

- **Brazil-Ryerson MOU** – On [date] Débora Foguel, Pró-Reitor de Pós-graduação e Pesquisa (Vice-Rector, Graduate Studies and Research) of the Federal University of Rio de Janeiro (UFRJ) and . John Isbister, Interim Provost and Vice-President Academic of Ryerson, signed a Memorandum of Understanding focused on building on current connections and opening the door for advancing faculty and student exchanges, graduate student supervision, research collaboration, and joint seminars and workshops.
- **Psychology: PTSD Couple Therapy** – A North American study led by Professor Candice Monson has discovered that treating posttraumatic stress disorder (PTSD) using a specific couple therapy greatly decreases the severity of their symptoms and improves their relationship. Dr. Monson collaborated on the 2008-2012 study with co-authors Dr. Steffany Fredman, Massachusetts General Hospital and Harvard Medical School; Dr. Alexandra Macdonald, VA Boston Healthcare System and Boston University School of Medicine; Nicole Pukay-Martin, Ryerson University; Patricia Resick, VA National Center for PTSD, Women's Health Sciences Division and Boston University, Boston; and Dr. Paula Schnurr, VA National Center for PTSD, Executive Division, Geisel School of Medicine at Dartmouth, Hanover, New Hampshire. Researchers found 81 per cent of couples who received cognitive-behavioural conjoint therapy for PTSD (CBCT), a pioneering treatment co-developed by Monson and Fredman, experienced significant improvement in PTSD symptoms, with sixty-two per cent reporting that their relationships had significantly improved. Of the individuals diagnosed with PTSD who received CBCT, 30 per cent were military veterans. The study, *Cognitive-Behavioural Couple Therapy for PTSD*, was published in the August 15th issue of the Journal of American Medical Association, and funded by the National Institute of Mental Health.
- **Urban Agriculture Summit** – From August 15-18th, Ryerson hosted the first-ever North American summit addressing the economic, environmental and social aspects of food sustainability, in partnership with Green Roofs for Healthy Cities and Foodshare Toronto, Canada's largest community food security organization. The four-day event offered workshops, panels, keynotes, tours, networking events and professional development opportunities for researchers, academics, students and industry professionals, supported by the Faculty of Engineering and Architectural Science, The Chang School, and the Faculty of Community Services and help from the Offices of the Provost and Vice President Academic and Vice President, Finance and Administration, and the Ryerson Students' Union. One of the inspirations behind the summit is Carrot City, an urban agriculture exhibit currently on display in Paris, curated by Ryerson faculty June Komisar, Mark Gorgolewski and Joe Nasr – who were also the faculty advisors for the Ryerson HomeGrown Community Gardens, founded by two Nutrition graduates as a way to bring the local food movement to the university.



THE ACADEMIC YEAR AHEAD

- Two Themes
- New Leadership and Faculty Member Appointments
- Student Engagement and Success
- New Degree Programs

ACADEMIC ADMINISTRATIVE APPOINTMENTS

Denise O'Neil Green, Assistant Vice President and Vice Provost for Equity, Diversity and Inclusion

Denise began her term as Ryerson's first Assistant Vice President and Vice Provost for Equity, Diversity and Inclusion on September 1, 2012. She joins us from Central Michigan University where she was Associate Vice President for institutional diversity, serving as chief diversity officer for the university. Throughout her academic career, Denise has championed cultural change in the areas of equity, diversity and inclusion on university campuses. This is a new position at Ryerson, created in response to the extraordinary diversity in our faculty, staff and student body, and one of the university's commitments following the report and recommendations of the Taskforce on Anti-Racism. Denise brings to Ryerson a wealth of experience and academic knowledge to shape policies and procedures that reflect the university's goal of setting the standard in equity, diversity and inclusion. The position of Assistant Vice President/Vice Provost reports jointly to the Provost and Vice President Academic and the Vice President, Administration and Finance and has a broad mandate for campus-wide issues related to equity, diversity and inclusion.

Avner Levin, Interim Vice-Provost, Faculty Affairs

Avner began his one-year term as the Interim Vice-Provost, Faculty Affairs on July 1, 2012. As the Chair of the Law and Business Department, Director of the Ryerson University Law Centre and Director of the Privacy and Cyber Crime Institute at the Ted Rogers School of Management, Avner brings to this position extensive experience and outstanding skills in academic administration. Avner's research into workplace privacy and online social network privacy has been funded by the Privacy Commissioner of Canada's Contributions Program. His most recent publication, *Two Notions of Privacy Online*, was published in the *Vanderbilt Journal of Entertainment and Technology Law* and has since made four Top Ten Lists on the Social Science Research Networks website. His research interests include the legal regulation and protection of privacy and personal information in various sectors and across jurisdictions, both within Canada and internationally. He is a frequent media commentator on privacy related issues and is currently researching privacy and targeted online advertising.

Imogen Coe, Dean, Faculty of Science

Imogen assumed her five-year appointment as the founding Dean of the Faculty of Science on August 1, 2012. She joins us from York University where she was Associate Dean, Research and Partnerships, in the Faculty of Science and Engineering. Internationally recognized for her pioneering research in membrane protein cell biology and biochemistry, Imogen brings to Ryerson an impressive research agenda and leadership practice that will guide Ryerson University's new journey in science. Throughout her 15-year career in academia, Imogen has been a strong independent voice for science. She is committed to student experiential learning through participation in research projects. Imogen is an advocate in the support and promotion of girls and women in science and has spoken on the topic locally and nationally. Imogen will continue her research as a cell biologist while at Ryerson and will continue to incorporate graduate and undergraduate students in her research program.

BOARD OF GOVERNORS MEETING
September 24, 2012

AGENDA ITEM: Ryerson Retirement Pension Plan 2012 Valuation Report
Filing of Report with Regulators

STRATEGIC OBJECTIVES:

- ☐ Academic
- ☐ Student Engagement and Success
- ☐ Space Enhancement
- ☐ Reputation Enhancement
- ☐ Financial Resources Management
- ☒ Compliance (e.g. legislatively required)
- ☒ Governance

ACTION REQUIRED: For Approval

SUMMARY: Attached are the final valuation results on the financial status of the plan at January 1, 2012 prepared by the Plan's Actuary, Towers Watson.

At the April 12, 2012 meeting, the ERPC confirmed that the process for setting the assumptions and methods remain unchanged. Updates were made to the mortality table and future commuted value basis, resulting in a \$13m increase to liabilities. The contribution rate for both employees and Ryerson was increased effective January 1, 2012. The result of this change is a \$66.6m decrease in liabilities.

The final valuation results are substantively unchanged from the June 2012 presentation except for some very minor changes to reflect year end actual data. The surplus on a going concern basis stands at \$54m. It is recommended that the valuation report be filed with the regulatory authorities – the Canada Revenue Agency and the Financial Services Commission of Ontario.

BACKGROUND: Valuations of the RRPP are conducted annually, and presented to the ERPC for review and approval. As part of its governance responsibilities, the ERPC decides whether to file the valuation report. As a minimum, pension valuations must be filed with the regulatory authorities once every three years. The last report filed was the January 1, 2011 valuation.


COMMUNICATIONS STRATEGY: N/A

PREPARED BY:

Name: Larissa Allen, Assistant Vice President, Human Resources
Date: September 18, 2012

APPROVED BY:

Name: Julia Hangisberg, Vice President, Administration & Finance
Date: September 18, 2012



Final Actuarial Valuation Results as at January 1, 2012

Ryerson Retirement Pension Plan

**Meeting of the Employee Relations and Pension Committee
September 13, 2012
Ian Markham
Karen Burnett**

TOWERS WATSON 

Background

- Preliminary going concern valuation results presented to the ERPC in June 2012
- Purpose of today's discussion:
 - Confirm going concern valuation results
 - Provide updated projection of funded status based on new valuation results
 - Provide solvency valuation results
 - Confirm valuation report to be filed with regulators

Going Concern Valuation

Going Concern Valuation Results

<i>(in thousands)</i>	Jan 1, 2011	Jan 1, 2012	Jan 1, 2012
<i>Status of Valuation</i>	<i>Filed</i>	<i>Preliminary</i>	<i>Final</i>
Smoothed Market Value of Assets	\$ 824,891	\$ 842,130	\$ 842,130
Accrued liabilities for:			
• Active members	\$ 451,108	\$ 445,628	\$ 445,476
• Pensioners and beneficiaries	295,618	314,615	314,615
• Deferred pensioners	24,080	28,064	28,064
• Contribution shortfall reserve	<u>21,689</u>	<u>n/a</u>	<u>n/a</u>
Total Accrued Liabilities	\$ 792,495	\$ 788,307	\$ 788,155
Surplus	\$ 32,396	\$ 53,823	\$ 53,975
Funded Ratio	104%	107%	107%

Gain and Loss Analysis - Preliminary

<i>(in thousands)</i>	2010	2011	2011
<i>Status of Valuation</i>	<i>Filed</i>	<i>Preliminary</i>	<i>Final</i>
Surplus Beginning of Year	\$ 38,733	\$ 32,396	\$ 32,396
• Interest on surplus (at discount rate)	2,498	2,090	2,090
• Assumption/method changes	(4,111)	(12,968)	(12,968)
• 'Return' on smoothed value different than discount rate	(10,401)	(32,577)	(32,577)
• Salary increases (higher)/lower than assumed	2,242	1,373	1,373
• New entrants (including adjustment for contribution rate increase)	(2,014)	(1,396)	(1,396)
• Plan Amendment to increase contribution rate	N/A	42,832	42,832
• Removal of Contribution Shortfall Reserve	N/A	23,744	23,744
• Other experience factors	<u>5,449</u>	<u>(1,671)</u>	<u>(1,519)</u>
Surplus End of Year	\$ 32,396	\$ 53,823	\$ 53,975

Projections of the Funded Position

Projections of the Funded Position

- Projections from January 2012 member and asset data
- Assumptions for projections

Projection experience

- No new entrant losses
- No other experience gains or losses on liabilities
- 5% active member population growth every year

Actuarial assumptions for future valuations

- All assumptions for future valuations remain unchanged

Plan assumptions

- No changes in plan provisions or contribution rates from current levels

Projections of the Funded Position

- Assumptions for projections (*cont'd*)

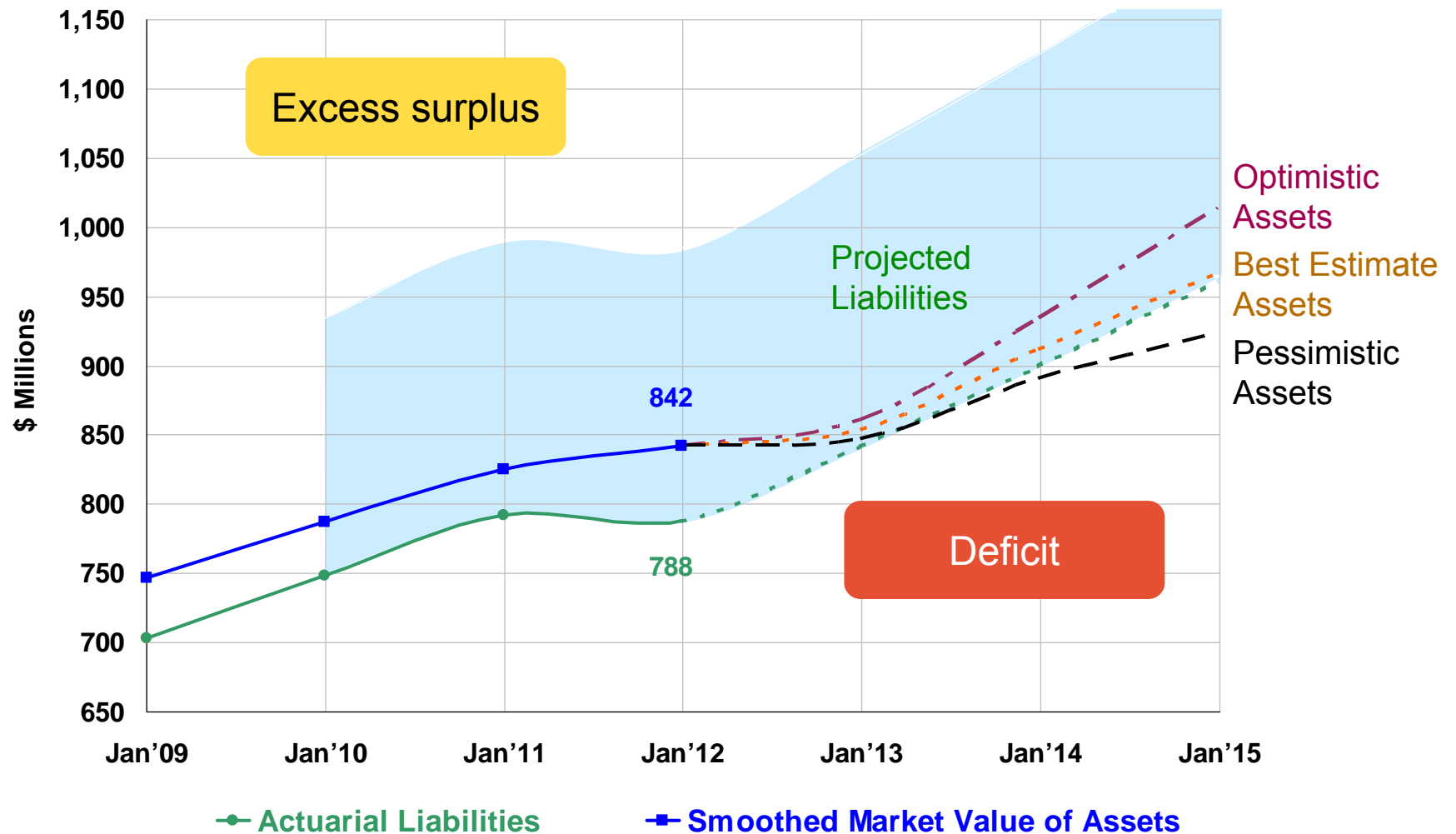
Asset manager assumptions

- OMERS reaches their target asset mix in one year then rebalances annually to maintain it
- Assets achieve gross investment returns as follows

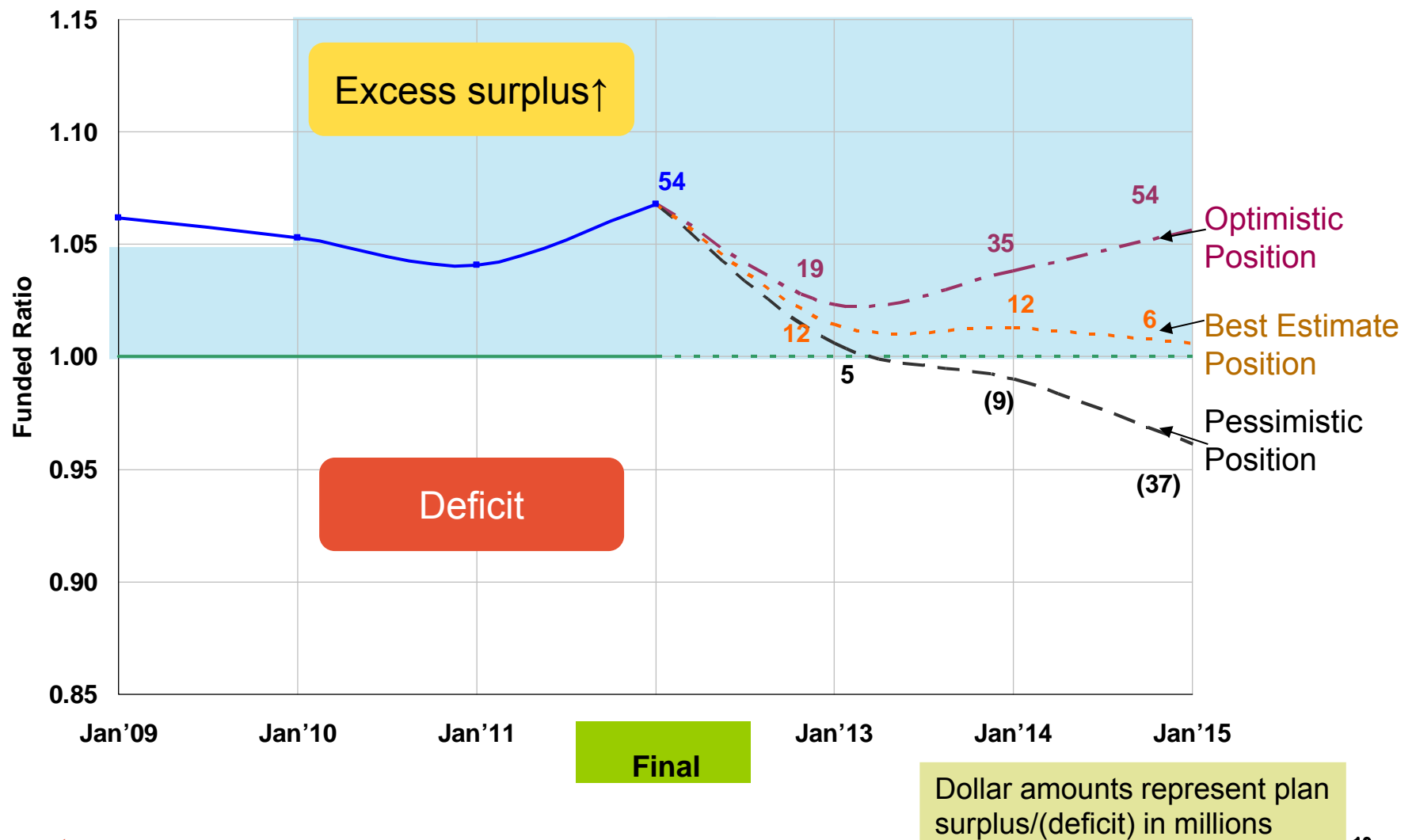
	2012	2013	2014	2015
'Optimistic' estimate*	11.3%	11.1%	10.4%	9.3%
'Best' estimate*	6.8%	6.9%	6.7%	7.0%
'Pessimistic' estimate*	2.7%	2.5%	3.7%	4.9%

* 75th, 50th and 25th percentiles of cumulative nominal returns in TW's July 2012 asset model. The period January-June 2012 has reflected fund experience of a return of 3.45%.

Going Concern Liabilities and Assets - where we're headed



Going Concern Funded Ratio - where we're headed



Going Concern Valuation Projections Observations

- RRPP funded position is likely to be in a surplus in January 2013 valuation unless assets earn below -0.5% in 2012 (if all other assumptions met)
 - Filing strategy becomes important
- Projected decline in January 1, 2013 funded position attributable to the large negative return on assets in 2008 slowly working its way into the smoothed value of assets
 - It will be fully recognized by Jan 2013
- Possible events with potential impacts:
 - Experience gains/losses (e.g., a gain if salaries increase less than assumed)
 - Future changes to assumptions (e.g., pressure to lower the discount rate?)
 - Regulatory changes (e.g., vesting, grow-in)
 - Other changes to plan provisions

Solvency and Wind-up Valuations

Solvency and Wind-up Valuations

- Required by provincial legislation
- Methods and assumptions prescribed by legislation and by CIA
 - Liabilities based on settlement cost
 - Smoothing of assets permitted for purpose of determining statutory solvency deficiency
 - Liabilities must then be smoothed also (this law will soon be repealed)
 - The value of indexing may be excluded from the statutory solvency liabilities
- When a report is filed showing a statutory solvency deficiency, special funding payments would be required

Solvency and Wind-up Valuation Results

<i>in \$ thousands</i>	Jan 1, 2010	Jan 1, 2011	Jan 1, 2012
Wind-up assets	711,373	788,754	806,034
Wind-up liabilities	(826,283)	(919,243)	(1,131,084)
Wind-up surplus/(deficit)	(114,910)	(130,489)	(325,050)
Adjustments for			
■ Asset smoothing	75,424	35,362	35,321
■ Liability smoothing	11,799	13,935	96,456
■ Remove value of indexing	212,521	259,706	314,774
Total adjustments	299,744	309,003	446,551
Solvency excess/(deficiency)	184,834	178,514	121,501
Transfer ratio	0.862	0.859	0.713
Regulation 14(2) ratio	1.160	1.197	0.988

Solvency and Wind-up Valuation Observations

- There is a \$325M wind-up deficit at January 1, 2012
 - If the plan were wound up on the valuation date, the assets would have been insufficient to cover the settlement value of all of the liabilities
 - Decline since Jan 1, 2011 is due to falling real discount rates
 - Yields on real return bonds have declined ~60 basis points between Jan 1, 2011 (about 1.1%) and Jan 1, 2012 (about 0.5%)
- There is a \$122M solvency excess at January 1, 2012
 - Therefore, if this report is filed, no special payments are required

Solvency and Wind-up Valuation Observations

- The transfer ratio is 0.713 at January 1, 2012
 - Ryerson must monitor this ratio on a regular basis
 - Approval must be sought from FSCO to continue to pay full commuted values if Ryerson knows (or ought to know) that the ratio drops to below 90% of the last filed ratio before the next valuation report is filed
 - If this report is filed, approval will be needed if ratio drops below 0.642 before the next valuation report is filed
- The Regulation 14(2) ratio is 0.988 at January 1, 2012
 - Since this is larger than 0.85, annual filings are not required

Next Steps

Next Steps for the ERPC

- Approval to file the January 1, 2012 valuation report
 - Doing so ensures that contributions and benefits can remain unchanged for at least three more years (barring legislative change)

Background

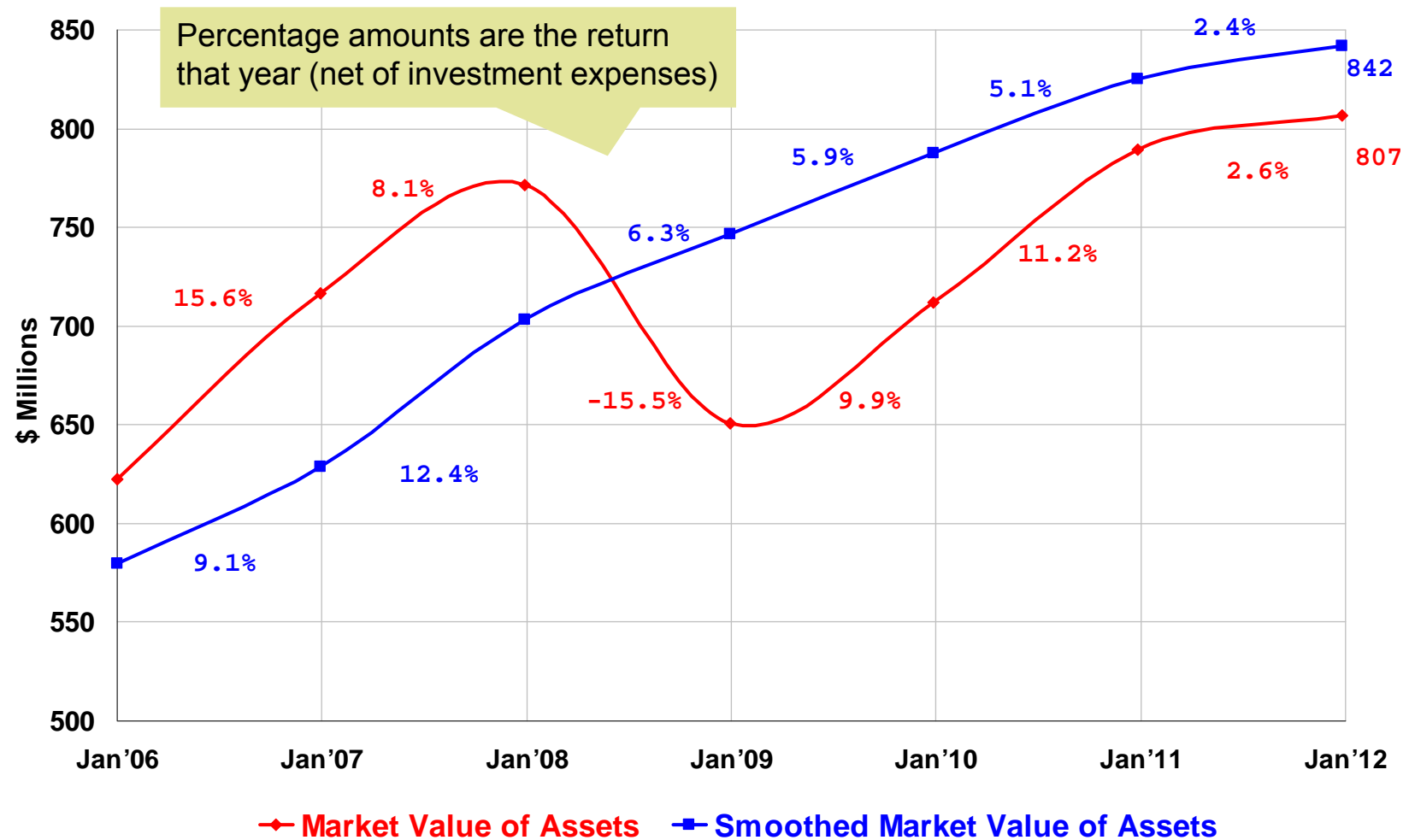
Background - Membership Data Summary

	Jan 1, 2010	Jan 1, 2011	Jan 1, 2012
Active members	1,979	2,028	2,084
Average age	46.7	46.9	46.9
Average pay rate	\$87,000	\$90,100	\$93,400
New plan entrants	104	152	176
Average entry age	38.8	38.8	37.7
Pensioners and beneficiaries	788	811	841
Deferred pensioners	248	284	306

Background - Membership Data Reconciliation

	Actives	Deferred Pensioners	Member Pensioners	Survivor Pensioners	Outstanding
As at January 1, 2011	2,028	284	702	109	54
New members	176				
Terminated – non-vested	(9)				9
Terminated – elected a deferred pension	(43)	43			
Terminated – elected a lump sum	(16)	(9)			(9)
Terminated – with lump sum outstanding payment	(19)	(2)			21
Retired	(32)	(10)	42		
Died – without survivor pension			(6)	(3)	
Died – with survivor pension			(8)	8	
Died – lump sum paid	(1)		(3)		
Died – with lump sum outstanding payment	(1)				1
Corrections					1
As at January 1, 2012	2,084	306	727	114	67

Background - Plan Assets



Summary of Key Assumptions

Long Term Economic Assumptions

	January 1, 2011 (Filed)	To be confirmed for January 1, 2012
A) Inflation rate	2.25%	2.25% (BE)
B) Real discount rate for main actuarial liabilities	4.20%	4.20% (C)
C) Nominal discount rate for actuarial liabilities (A+B)	6.45%	6.45% (C)
D) Nominal discount rate for CSR (A+D)	7.05%	7.05% (C)
E) YMPE increases	Inflation + 0.75%	Inflation + 0.75% (BE)
F) Salary increases	Inflation + 3% until 2018 then Inflation + 2%	Inflation + 3% until 2018 then Inflation + 2% (C)

(BE) TW considers the assumption a best estimate

(C) TW considers the assumption to be conservative

Summary of Key Assumptions (cont'd)

Long Term Demographic Assumptions

	January 1, 2011 (Filed)	To be confirmed for January 1, 2012
	Current CIA basis for calculating CVs	Same methodology
G) Future commuted value basis	Disc rate: 1.9% 1st 10 yrs then 2.4% Mortality: UP94@2011G	Disc rate: 1.2% 1st 10 yrs then 1.5% Mortality: UP94@2012G
H) Retirement for active members	5% at each age before earliest unreduced retirement age (EURA), 20% at EURA, 10% at each age after EURA, 100% at age 65	Same
I) Mortality	UP94 projected to [current year+8]	Same methodology (i.e., one year's extra projection)
J) Withdrawal	Age- and gender-specific rates	Same

TW considers all of the above assumptions to be best estimates

Summary of Actuarial Methods

Methods

	January 1, 2011 (Filed)	To be confirmed for January 1, 2012
K) Actuarial cost method	Modified aggregate method	Same
L) Asset valuation method	Average market value method (5-point average)	Same

Appendix - Actuarial Opinion

This presentation has been prepared for Ryerson University management and presents the results of the actuarial valuation as at January 1, 2012 for the Ryerson Retirement Pension Plan. The principal purpose of this presentation is to present the information on the financial condition of the plan on a going concern funding and solvency basis.

Membership and asset data were supplied by Ryerson University as at December 31, 2011. This information was relied upon by Towers Watson following tests for reasonableness and consistency with the previous valuation data; these tests indicate that the assets and data are sufficient and reliable for the purposes of the valuation results.

The actuarial basis is as provided in this presentation. The plan provisions as disclosed in the last filed actuarial report as of January 1, 2011 (dated September 2011) have remained unchanged, except the plan amendment to increase contribution rates as at January 1, 2012.

Additional assumptions used in developing the projection results are noted in our presentation dated April 12, 2012. As these involve projections of uncertain future plan experience, actual experience could differ significantly from estimates; different assumptions could also be utilized to provide reasonable results.

Because this presentation provides a high-level summary of the valuation results and is not a formal report, it does not include all the disclosure information that a final report would contain.

Actuarial Opinion (continued)

In our opinion, for the purposes of the going concern and solvency valuation, the data on which the valuations are based are sufficient and reliable, the assumptions are appropriate and the methods employed in the valuations are appropriate. This presentation has been prepared, and our opinions have been given, in accordance with:

- funding standards prescribed by the Pension Benefits Act (Ontario) and Regulation thereto,
- the requirements of the Income Tax Act (Canada) and Regulation thereto, and
- accepted actuarial practice, except that the presentation has been appropriately abbreviated consistent with its purpose.

The presentation has been prepared for Ryerson University's internal use only and is not intended nor necessarily suitable for other purposes. Further distribution of this report to other parties is expressly prohibited without Towers Watson's prior written consent.

Towers Watson Canada Inc.



Karen Burnett, FCIA

September 13, 2012



Ian Markham, FCIA

DRAFT RESOLUTION

RE: ACTUARIAL VALUATIONS: January 1, 2012

BE IT AND IT IS HEREBY RESOLVED:

THAT the report on the Actuarial Valuations for the Ryerson Retirement Pension Plan (RRPP) as at January 1, 2012, be approved and filed with the regulatory authorities by September 30, 2012.

September 24, 2012



BOARD OF GOVERNORS MEETING

September 24, 2012

AGENDA ITEM: Ryerson Retirement Pension Plan - Appointment of the Actuary

STRATEGIC OBJECTIVES:

- ☐ Academic
- ☐ Student Engagement and Success
- ☐ Space Enhancement
- ☐ Reputation Enhancement
- ☐ Financial Resources Management
- ☐ Compliance (e.g. legislatively required)
- ☒ Governance

ACTION REQUIRED: For Review and Recommendation for Approval

SUMMARY: Appointing the Actuary of the Ryerson Retirement Pension Plan, is one of the governance duties of the ERPC. The Actuary prepares the valuation report which details the financial and funded status of the pension plan. The Administration is recommending that Towers Watson be appointed as Actuary for the RRPP for the January 1, 2013 valuation.

BACKGROUND: Both Provincial and Federal regulations require that an Actuary prepare valuation reports for registered pension plans. These reports must be filed with the regulatory authorities at least triennially. Ryerson requests that Towers Watson prepare annual valuation reports, including preliminary results, analysis of assumption changes, and presentations, at a cost of approximately \$68,000 each year.

Towers Watson, is also the actuary for the OMERS plan. OMERS is the investment manager for the Ryerson Retirement Pension Plan.

COMMUNICATIONS STRATEGY: N/A

PREPARED BY:

Name: Larissa Allen, Assistant Vice President, Human Resources
Date: September 16, 2012

APPROVED BY:

Name: Julia Hanigsberg, Vice President, Finance and Administration
Date: September 16, 2012

RESOLUTION

**RE: APPOINTMENT OF ACTUARY FOR RYERSON RETIREMENT PENSION
PLAN (RRPP)**

BE IT AND IT IS HEREBY RESOLVED:

THAT Towers Watson be approved for retention as Actuary for the Ryerson Retirement Pension Plan (RRPP) for the calendar year 2013.

September 24, 2012



BOARD OF GOVERNORS MEETING
Date: September 24, 2012

AGENDA ITEM: CESAR Health and Dental Plan Referendum

STRATEGIC OBJECTIVES:

- ☐ Academic
- ☒ Student Experience
- ☐ Space Enhancement
- ☐ Reputation Enhancement
- ☐ Financial Resources Management
- ☐ Compliance (e.g. legislatively required)
- ☐ Governance

ACTION REQUIRED: For Approval

SUMMARY: The Executive of the Continuing Education Students' Association of Ryerson (CESAR) would like to establish a health and dental plan for students in part-time degree programs at Ryerson. They are requesting the board's approval to hold a referendum to create a fee that would cover the cost of Health and Dental insurance for CESAR members who are enrolled in part-time degree programs.

BACKGROUND: The attached memo and report provide additional information about CESAR and the proposed referendum question. It also includes information about the health and dental plan that they have developed, the plan provider, the terms of the plan and information about similar plans at other institutions and how this one compares.

COMMUNICATIONS STRATEGY: A proclamation will be posted for all students enrolled in part-time degree program not less than three weeks prior to the date of the referendum announcing the referendum question and the date of the referendum. An electronic message with voting information and a link to the ballot to vote will be sent to all students enrolled in a part-time degree program.

PREPARED BY:

Name Annie Hyder, Director of Membership and Communications, CESAR
 Shinae Kim, Director of Finance and Services, CESAR
 Matthew Cwihun, Director of Campaigns and Equity, CESAR
 Harmonie Wong, Director of Academics and Policy, CESAR
Date September 24, 2012

APPROVED BY:

Name Heather Lane Vetere, Vice Provost, Students
Date September 24, 2012

MEMORANDUM

September 24, 2012

To: Members of the Ryerson University Board of Governors

From: Heather Lane Vetere, Vice Provost, Students

Re: Request by the Continuing Education Students' Association of Ryerson (CESAR) to hold a referendum for a fee to provide a Health and Dental Insurance Plan for students in Part-Time Degree Programs

Members of the Executive of the Continuing Education Students' Association of Ryerson (CESAR) would like permission to hold a referendum to create a fee to provide a health and dental insurance plan for students enrolled in **part-time degree programs** at Ryerson. The proposed referendum question is as follows.

Do you agree to the creation of an annual fee of \$155.95 to provide individual coverage under a CESAR health and dental insurance plan with annual increases of no more than 15% as described in the preamble?
Yes ☐ No ☐

History of the Continuing Education Students' Association of Ryerson

The Continuing Education Students' Association of Ryerson (CESAR) was formed in 1979 and represents and provides services to student enrolled in continuing education courses and students enrolled in part-time degree programs at Ryerson. There are 12 part-time degree programs at Ryerson and these programs enroll approximately 3,300 students. The referendum question being proposed would only apply to those **3,300** students, not the entire CESAR membership which also includes any student taking a continuing education course/certificate program.

Background information on Student Health and Dental Plans at Ryerson

All students in full-time degree programs at Ryerson (regardless of course load) are enrolled in a Health and Dental Insurance plan through the Ryerson Student's Union (RSU) who represent all undergraduate and graduate students enrolled in full-time degree programs. The RSU plan has an opt-out clause for its members as would the plan that is being proposed by CESAR for students enrolled in part-time degree students.

Student enrolled in part-time degree programs at Ryerson currently do not have access to health and dental insurance through their students' association. 84% of the students enrolled in a part-time degree program at Ryerson, who completed a recent survey administered by CESAR responded that they would like CESAR to develop a health and dental insurance plan. Additional results from this survey are in the material attached.

Details of the New Fee and Plan

The proposed health and dental insurance plan for the period of September 1, 2013 – August 31, 2014 would cost students **\$155.95** for individual coverage (\$84.20 for the health plan and \$71.15 for the dental plan). The proposed plan would provide coverage for a portion of the costs for a variety of prescription drugs, extended healthcare, and dental procedures. The maximum allowance for prescription drugs is \$2,000, for extended health care \$10,000, and dental, \$600 per year. In addition, the CESAR Board of Directors would like to put in place authorization for a maximum annual raise of 15% to allow for the annual premium increases. The first such increase would become effective fall of 2013.

If approved all students enrolled in part-time degree programs at Ryerson would be charged the CESAR health and dental fee beginning in Fall 2013. The fee would be refundable upon proof of alternative health and dental coverage during the CESAR fee opt-out period.

When CESAR students enrolled in part time degree programs vote in the referendum they will also be provided with a link to the details of the plan so that they are fully aware of what the proposed plan covers and to what level.



2012-2013

CESAR Health and Dental Proposal

Presentation to the Board of Governors, Ryerson University

September 24, 2012

Continuing Education Students' Association of Ryerson (CESAR)

Local 105, Canadian Federation of Students

CESAR

CONTINUING EDUCATION STUDENTS'
ASSOCIATION OF RYERSON
LOCAL 105 CANADIAN FEDERATION OF STUDENTS

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INTRODUCTION

The Continuing Education Students' Association of Ryerson (CESAR) was formed in 1979 by evening students who wanted a stronger voice as well as greater access and recognition of the unique needs of the part-time and continuing education population.

For many years CESAR has received requests to offer a health and dental plan as a service. This was evident in our yearly demographic survey and one-on-one interaction with students. Unfortunately, CESAR has not been able to meet members' expressed needs when it comes to a health and dental plan service.

In proposing a universal health and dental plan, CESAR recognizes that when we work together, we can save money and provide important services. If any individuals were to seek private and independent health and dental coverage, the cost would be too great and the benefits too limited. However, by pooling our resources, we are able to realize incredible savings and service enhancement through economies of scale. Students who already have coverage are allowed to withdraw from the plan, so that this service can be focused on those who need it.

This year CESAR hopes to establish a health and dental plan for the students enrolled in part-time degree programs at Ryerson University through a referendum by democratically establishing an increase in student fees. We, therefore, ask the Ryerson University Board of Governors to approve the CESAR Health and Dental Referendum.

WHO WILL BE COVERED?

All students enrolled in part-time degree programs at Ryerson. In the 2011-2012 year, there were approximately 3,300 part-time students.

Part-time degree programs at Ryerson University	
Business Management Child and Youth Care Computer Science Disability Studies Early Childhood Education Health Information Management Health Services Management Information Technology Management	Justice Studies Midwifery Nursing Primary Health Care Nurse Practitioner Certificate Public Administration and Governance Retail Management Social work

WHO WILL NOT BE COVERED?

Students Enrolled in Full-time Degree Programs (already covered by RSU)

Graduate Students (already covered by RSU)

Continuing Education Students: Students who are not in a part-time degree program and taking Chang School courses.

CESAR Health and Dental Survey Results for Students Enrolled in Part-time Degree Programs

This survey was conducted with students enrolled in part-time degree programs only, and is based on 166 total respondents. The survey was collected from August 10, 2012 to September 8, 2012. Although the response rate was not high, the survey was conducted from a wide range of different part-time programs and represents the part-time student need. The survey results show the need for an opt-out health and dental plan for students in part-time degree programs at Ryerson University.

- 84 % of students responded that they would like CESAR to develop a health and dental coverage plan.
- 53 % of part-time students do not have a health and dental plan.
- 47 % of respondents said they already have coverage.
- 60 % of part-time students who already have a plan responded that they would still be interested in a CESAR health and dental plan.
- When asked how much students are willing to pay into an opt-out health and dental plan 67 % responded "less than \$200", and 81% said "less than \$300".
- 82 % responded that they want CESAR to hold a referendum for an opt-out health and dental plan.

Reasons for Lack of Coverage

- 42 % of respondents said that the reason for lack of an insurance plan was because they "cannot afford insurance".
51% said they are not eligible for employer paid insurance due to being a part-time or temporary worker.

Part-time Student Income

- 58 % of respondents' income was between 0-\$19,999.
73 % had an income between 0 - \$29,999.
85 % of students had an income between 0 - \$39,999.

Need for a Combined Plan

- 85 % of students want a combined health and dental plan.
9 % said they would be interested in a dental plan only.
6% said they would be only interested in a health plan only.

Couple or Family Plan

- 50 % of respondents said they would be interested in either a couple or family plan.

Opt-In vs. Opt-Out Plan

OPT-IN PLAN

Students choose to pay a fee to purchase the health and dental insurance plan.

OPT-OUT PLAN

All students are automatically enrolled into a health and dental insurance plan and need to go through a process to opt-out of the plan with proof of other health and dental coverage.

BENEFITS PROVIDER

Green Shield Prescription Drugs, Health and Dental Benefit Plans

Shepell-fgi Student Wellness Resource

ACE INA Insurance Accidental Death and Dismemberment Benefit Plan

ETFS/Royal & Sun Alliance Insurance Company of Canada Travel Benefits Plan

TERMS OF COVERAGE

September 1- August 31 or 1 year

HEALTH AND DENTAL PLAN RATES



TOTAL Health and Dental Fee: \$ 155.95 per year

	Individual	Couple	Family
Health Plan	\$84.20	\$144.07	\$173.97
Dental Plan	\$71.75	\$71.76	\$157.03
TOTAL	\$155.95	\$215.83	\$331.00

HEALTH COVERAGE

The plan is intended to supplement students' provincial health insurance plan.

\$ Proposed Annual Health Fee: **\$84.20 per year**

COVERAGE

- Prescription Drugs: 90% coverage, maximum of \$2000 per year
- Extended Health Service: 100% coverage, maximum of \$10,000 per person
 - Examples: Eye exam, Medical practitioners (registered massage therapist, physiotherapist, chiropractors etc.), Ambulance, Diabetes supplies, braces, crutches, and casts, 60 day travel plan, Accidental Dental, Accidental Death and Dismemberment

DENTAL COVERAGE

\$ Proposed Annual Dental Fee: **\$71.75 per year**

COVERAGE

- Dental: 65% coverage, maximum \$600 per year
- Examples: (1) Basic preventative and diagnostic service - Complete, general, comprehensive oral exams, full-mouth x-rays and panoramic x-rays, fluoride treatment, periodontal scaling, cleaning, (2) Basic restorative: fillings, inlays, wisdom teeth extraction, oral surgery

STUDENT DENTAL DISCOUNT NETWORK (SDDN)

Student Dental Discount Network (SDDN) is offered by Greenshield in partnership with the Canadian Federation of Students and is available to plan members. SDDN includes more than 780 participating dentists across Canada, 200 dentists within the GTA area, and 270 in the Toronto area. Network dentist would offer 20% to 30% discount to students covered by the CESAR Dental Plan. Students can use additional discount to reduce the co-pay amount.

Type of Service	Benefits	Insured Portion	SDDN Discount	TOTAL COVERAGE (up to)
Basic Preventive & Diagnostic Services	exams, x-rays, preventive scaling and cleaning, polishing, fluoride, oral hygiene instruction	65%	30%	95%
Basic Restorative Service	fillings, extractions, oral surgery	65%	20%	85%
Endodontic Treatments	root canal treatments	0%	20%	20%
Periodontics treatments	perio scaling, root planning, occlusal equilibration	0%	20%	20%
Major Restorative Services	crowns, bridges, posts, dentures	0%	20%	20%

***Total Coverage:** Insured Portion + Network Savings

OTHER ADVANTAGE

1) Couple and Family Coverage

The Plan would give students the option to enroll their family (spouse and/or dependents) by completing an enrolment process and paying an additional fee, over and above their individual fee as a Plan member. Common law and same-sex couples would be eligible.

2) Opt-out

Students who already have another comparable benefits plan may opt-out and receive a full refund of the premiums charged to them with proof of alternate coverage. The students must apply during the beginning of each term at a set date.

Students may opt-out online or opt-out through an opt-out form available in the CESAR office. (Note: Same as the Ryerson Students' Union opt-out process)

* See comparison of costs for opt-in and opt-out on page 9.

3) Combining More Than One Plan

Students who are covered by extended health and dental benefits under more than one plan can coordinate benefits under the CESAR health and dental plan with the other plan so that they may be reimbursed up to 100% of eligible expenses incurred.

For example, students can use the 90% of prescription drugs coverage by the CESAR health and dental plan, and use the other plan for coverage of the remaining 10%. The students would simply send a letter received from the first insurance company they claimed from, showing what has not been paid to their secondary benefits provider for payment.

Why Support The CESAR Health and Dental Plan?

1) It's cheaper than individual insurance.

The proposed CESAR Health and Dental Plan offers the best value available on the market.

	CESAR Plan	Employee Plan*	Private Plan*
Health	\$84.20	\$353.64	\$552.04
Dental	\$71.75	\$265.80	\$353.96
Total	\$155.95	\$619.44	\$906.00

*Employee and Private plan: Estimate comes from a survey of a range of insurance companies and represents the average cost for similar plans

2) The Plan would take care of students 24/7 for only a few cents a day.

An annual Fee of \$155.95 / 365 days = **\$0.43 per day**



COST COMPARISON of Opt-Out vs. Opt-In

❓ Why Doesn't CESAR just opt-in instead of establishing an opt-out plan?

The opt-out rate for the CESAR health and dental plan is \$155.95 whereas the opt-in rate for the plan is \$981.00, 6 times more than the opt-out rate for the same plan. The reason for this is because the insurance company looks at the opt-in plan as an individual rather than a group plan.

In a recent survey, part-time students who did not have health and dental coverage indicated that the reason for their lack of coverage was due to affordability. Opt-in plan would be too expensive, and not many students would be able to afford it.

Cost Comparison between CESAR Opt-out vs. Opt-in plan

	CESAR Plan	
Opt- out*	\$155.95	
Opt-in*	\$981.00	

*opt-out and opt-in plan: based on premium provided by Greenshield

❓ Why Doesn't CESAR opt-in with the full-time students' union, the Ryerson Students' Union (RSU) plan?

Without CESAR having any claims history, RSU believes that the opt-in option would increase the premium rate for the RSU health and dental plan, and would increase the rate for their full-time members.

In fact, there is a case in which this proves to be true. Carlton University Full-time Students' Union had allowed its sister students' union, the Carlton Graduate Students' Association (GSA) to have their members opt into the full-time plan. The result was an average of \$17.80 increase to all the full-time students' fees.

Comparison of Health and Dental Plans of Other Universities

	Student Population (headcount)	Fee	Year established	Health and Dental Coverage
Ryerson University CESAR	Approx. 3300 Part-time students	Proposed fee \$155.95	2013?	Provider: Green Shield - Drug plan: 90%, \$2000 max coverage - Extended Health: 100%, \$10,000 max. - Dental Plan: 65%, \$600 max coverage -AD&D, Travel
University of Toronto Part-time Students' Association	6000 Part-time students	\$149.50 2012-2013	2003 Health only 2005 Health and Dental	Provider: Green Shield - Drug plan: 90%, \$2000 max coverage - Extended Health: 100%, \$10,000 max. - Dental Plan: 65%, \$600 max coverage -AD&D, Travel
University of Windsor Part-time Students' Association	2300 PT students	\$204.97 2012-2013 (more expensive)	2008 Health and Dental	- Provider: Green Shield - Drug Plan: 80%, - Extended Health: 100%, \$10,000 max. - Dental Plan: 60%, max \$500 - Travel, AD&D
Ryerson Students' Union	Approx. 26,000 Full-time students	\$295.00 2012-2013	1998 Health and Dental	-provider: Green Shield -Drug plan: 80% coverage, up to \$5000 - Extended health service: 100%, unlimited max. -dental: 80% - 90%, max\$750 -travel, AD&D

*The proposed CESAR health and dental fee is subject to an increase of up to 15% per year.

CONCLUSION

Students in part-time degree programs at Ryerson University have been requesting that CESAR offer a health and dental insurance plan for many years. In our survey, many students indicated that they cannot afford a private insurance plan, or are not eligible for an employer health and dental plan because they are part-time employees and as such not entitled to benefits.

To enable us to provide this essential service to our members we would like to ask the Board of Governors of Ryerson University for approval to hold a referendum this fall. This will allow CESAR to offer a health and dental plan to the students enrolled in part-time degree programs at Ryerson University.

REFERENDUM QUESTION

Preamble:

CESAR (Continuing Education Student's Association of Ryerson) is seeking member consent to charge a fee as part of the overall CESAR health and dental plan for students enrolled in part-time degree programs to cover the cost of Health and Dental insurance for CESAR members.

The proposed health and dental insurance plan for the period of September 1, 2013 – August 31, 2014 will cost \$155.95 (\$84.20 for the health plan, and \$71.75 for the dental plan) and would provide coverage for a portion of the costs for a variety of prescription drugs, extended healthcare, and dental procedures. The maximum allowance for prescription drugs is \$2000, for extended health care \$10,000, and dental, \$600 per year. In addition, the CESAR Board of Directors would like to put in place authorization for periodic increases of no more than \$25 annually.

If approved all students enrolled in part-time degree programs at Ryerson University would be charged a CESAR health and dental fee beginning the fall 2013 session. It would be refundable upon proof of alternative health and dental coverage during the CESAR fee opt-out period.

QUESTION:

Do you agree to the creation of an annual fee of \$155.95 to provide individual coverage under a CESAR health and dental insurance plan with periodic increases of no more than \$25 annually?

_____ YES _____ NO

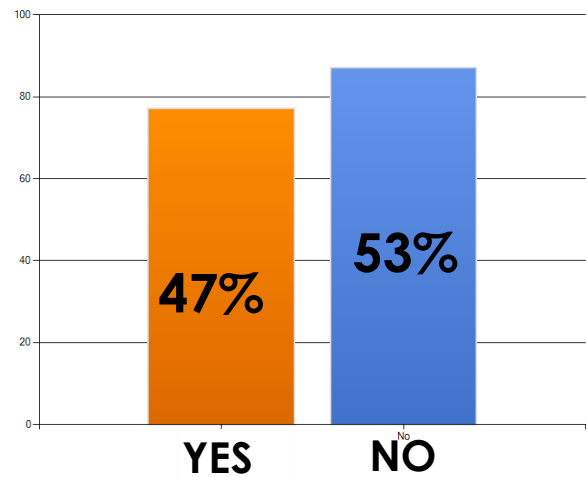
APPENDIX A

pg.1

The following are results from the CESAR health and dental survey conducted in August 2012. This survey was conducted with the part-time student population only. A total of 166 responses were collected during a period of six weeks.

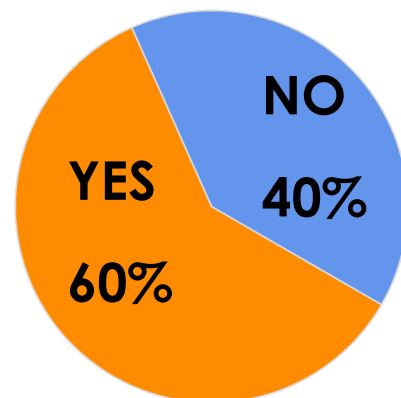
Question 1) Do you currently have health and/or dental coverage ?

- A) Yes
- B) No



Question 2) If you already have coverage, would you still be interested in the health and dental plan?

- A) Yes
- B) NO



Question 3) If you do not have coverage, why not?

Answer Choice	Percentage
(A) Insurance company refused coverage for health reasons	5%
(B) Cannot afford insurance	42%
(C) Not eligible for employer paid insurance (part-time worker)	38%
(D) Not eligible for employer-paid insurance (temporary worker)	13%
(E) Others (eg. Self-employed, contract workers)	2%

*148 total respondents

APPENDIX A

pg. 2

Q4) If you do not have a health and dental plan, how much would you be willing to pay for an annual health and dental plan? (Please only answer this question if you DO NOT have a plan.)

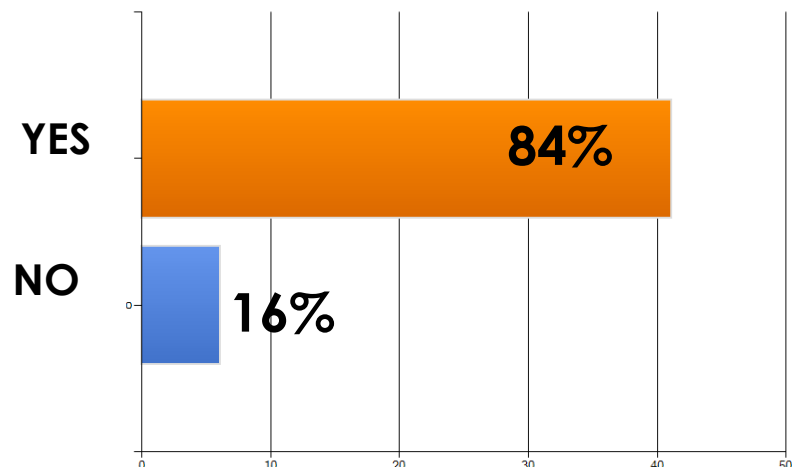
ANSWER CHOICE	RESULTS in Percentage
(a) Yes, if less than \$200	63%
(b) Yes, if less than \$300	18%
(c) Yes, if less than \$400	7%
(d) Yes, if less than \$500	9%
(e) Yes, if less than \$750	1%
(f) Yes, if less than \$1,000	2%

Q5) What is your annual income?

ANSWER CHOICE	RESULTS in Percentage
(g) 0- \$9,999	36%
(h) \$10,000 – 14,999	10%
(i) \$15,000 – 19,999	12%
(j) \$20,000 – 29,999	15%
(d) \$30,000 - 39,999	12%
(e) \$40,000 – 49,999	6%
(f) \$50,000 – 69,999	5%
(g) 70,000 +	4%

Q6) Would you like CESAR to develop a health or/and dental coverage plan for part-time degree students at Ryerson University?

- (A) Yes
- (B) NO

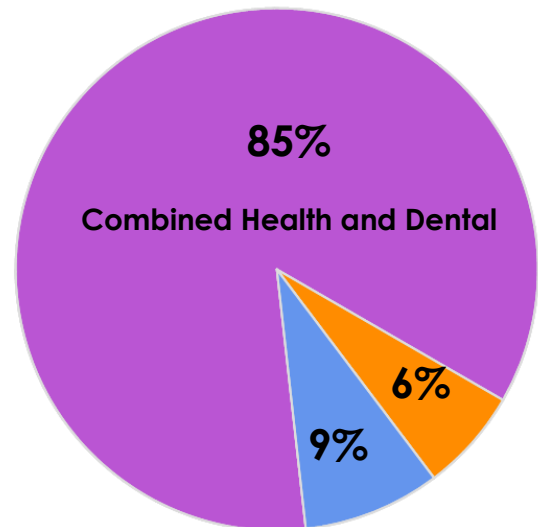
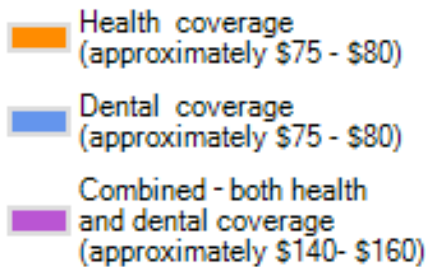


APPENDIX A

pg. 3

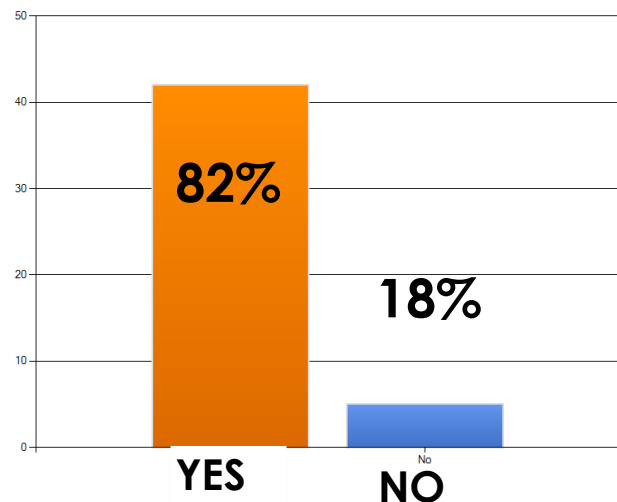
Q7) What type of coverage would you be MOST interested in? Please pick only one of the following.

- (A) Health Plan (approx. \$75- 80)
- (B) Dental Plan (approx.. \$75 – 80)
- (C) Combined Health and Dental Plan
(approx.\$140-160)



Q8) Do you want CESAR to hold a health or/and dental referendum for part-time degree students in the fall 2012 semester? Please note that if the referendum passes, all part-time degree students will automatically be included in the plan. You will have a choice to opt-out upon proof of alternative coverage.

- (a) Yes
- (b) No



This proposal was created on behalf of the Continuing Education Student Association of Ryerson University and the 2012-2013 CESAR executive team.

2012-2013 CESAR Executive Team

Shinae Kim, Director of Finance and Services, CESAR
Matthew Cwihun, Director of Campaigns and Equity, CESAR
Harmonie Wong, Director of Academics and Policy, CESAR
Annie Hyder, Director of Membership and Communications, CESAR

Written by Shinae Kim

Designed by Shinae Kim

Edited by Shahla Navai, Internal Coordinator, CESAR

Health and dental survey created by Annie Hyder, Harmonie Wong, Matthew Cwihun, Membership and Communications Committee(Dion Shah, Dwayne Anderson, Suad Farah, Carol King, Leticia Msowoya)

Thanks to the CESAR outreach team who helped collect the surveys:

Samson Romero, Michelle English, Meng Jian, Leila Kassaian, Emily McElman, Nafisa Rahman, Anubhav Vashishtha, Aisha Bartholomew, Sali Al Jaouni

Thanks to the Ryerson CCS(Computing and Communications Services): Hongbo He, Wen Si, Jim Buchanan, Calvin Lock, Branka Halilov





Continuing Education Students' Association of Ryerson

Local 105, Canadian Federation of Students

SCC 301, 55 Gould Street

Toronto, ON



M5B 1E9

2012-2013

CESAR Health and Dental Proposal

Presentation to the Board of Governors,
Ryerson University
September 24, 2012

Continuing Education Students'
Association of Ryerson (CESAR)
Local 105, Canadian Federation of
Students

CESAR
CONTINUING EDUCATION STUDENTS' ASSOCIATION OF RYERSON
LOCAL 105, CANADIAN FEDERATION OF STUDENTS

◉ **WHO WILL BE COVERED?**

- ◊ All students enrolled in part-time degree programs at Ryerson University
- ◊ In 2011-2012 year, there were approximately 3,300 students

Part-time degree programs at Ryerson University

Business Management	Justice Studies
Child and Youth Care	Midwifery
Computer Science	Nursing
Disability Studies	Primary Health Care Nurse Practitioner
Early Childhood Education	Certificate
Health Information Management	Public Administration and Governance
Health Services Management	Retail Management
Information Technology Management	Social Work

◉ **WHO WILL NOT BE COVERED?**

- ◊ Students Enrolled in Full-time Degree Programs (already covered by RSU)
- ◊ Graduate Students (already covered by RSU)
- ◊ Continuing Education Students: Students who are not in part-time degree programs taking Chang School courses

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◉ **BENEFITS PROVIDER**

- ◊ **Green Shield** Prescription Drugs, Health and Dental Benefit Plans
- ◊ **Shepell-fgi** Student Wellness Resource
- ◊ **ACE INA Insurance** Accidental Death and Dismemberment Benefit Plan
- ◊ **ETFS/Royal & Sun Alliance Insurance Company of Canada** Travel Benefits Plan

◉ **Opt-in vs. Opt-Out Plan**

- ◊ **OPT-IN PLAN:** Students choose to pay a fee to purchase the health and dental insurance plan
- ◊ **Opt-OUT PLAN:** All students are automatically enrolled into a health and dental insurance plan and need to go through a process to opt-out of the plan with proof of health and dental coverage

CESAR
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LOCAL 105, CANADIAN FEDERATION OF STUDENTS

Opt-out

- ◉ Students who already have another comparable benefits plan may opt-out and receive a full refund of the premiums charged to them with proof of alternate coverage.
- ◉ The students must apply during the beginning of each term at a set date.
- ◉ Students may opt-out online or opt-out through an opt-out form available in the CESAR office. (Note: Same as the Ryerson Students' Union opt-out process)

CESAR
CONTINUING EDUCATION STUDENTS' ASSOCIATION OF RYERSON
LOCAL 105, CANADIAN FEDERATION OF STUDENTS

Health and Dental Plan Rates

💰 TOTAL Health and Dental Fee: \$ 155.95 per year

	Individual	Couple	Family
Health Plan	\$84.20	\$144.07	\$173.97
Dental Plan	\$71.75	\$71.76	\$157.03
TOTAL	\$155.95	\$215.83	\$331.00

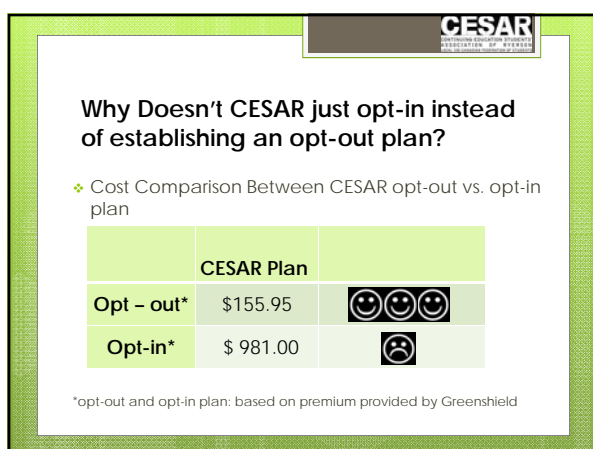
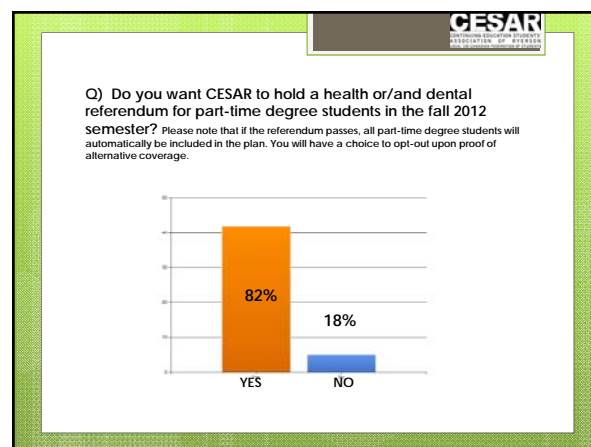
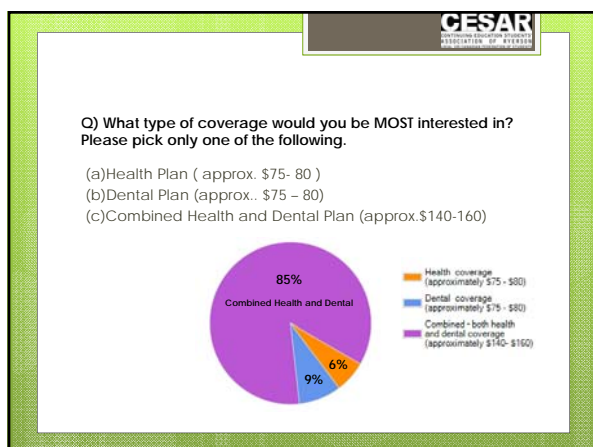
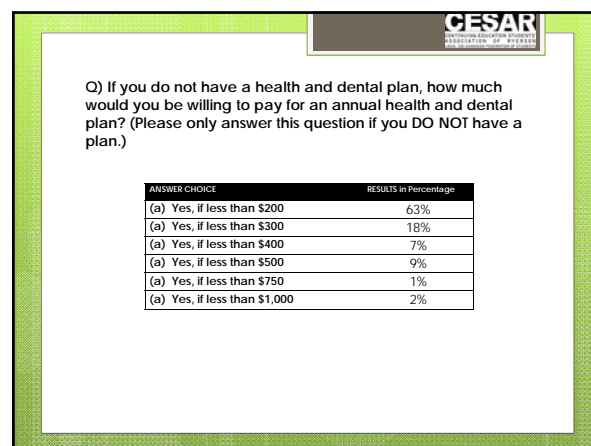
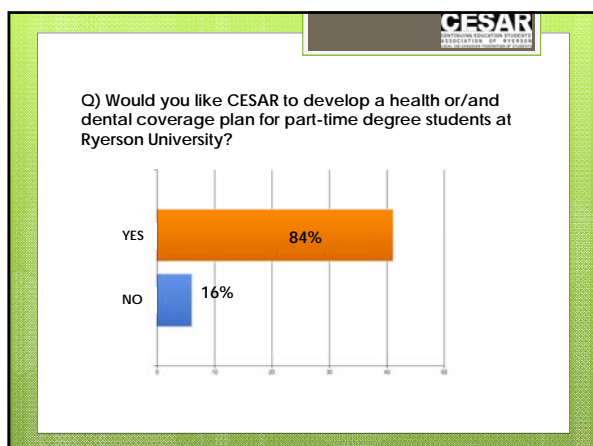
CESAR
CONTINUING EDUCATION STUDENTS' ASSOCIATION OF RYERSON
LOCAL 105, CANADIAN FEDERATION OF STUDENTS

Why Support the CESAR Health and Dental Plan?

⇒ It's cheaper than individual insurance.

	CESAR Plan	Employee Plan*	Private Plan*
Health	\$84.20	\$353.64	\$552.04
Dental	\$71.75	\$265.80	\$353.96
Total	\$155.95	\$619.44	\$906.00


*Employee and Private plan: Estimate comes from a survey of a range of insurance companies and represents the average cost for similar plans



CESAR
CENTRAL STUDENTS' ASSOCIATION OF RYERSON UNIVERSITY

Comparison of Health and Dental Plans of Other Universities

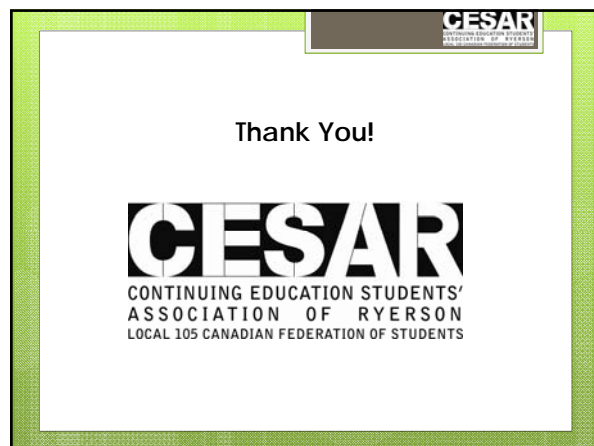
	Student Population	Fee	Year established	Health and Dental Coverage
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Referendum Question

- Do you agree to the creation of an annual fee of \$155.95 to provide individual coverage under a CESAR health and dental insurance plan with periodic increases of no more than \$25 annually as described in the Preamble?

_____ YES _____ NO



DRAFT RESOLUTION

Re: Continuing Education Students' Association of Ryerson (CESAR) Health and Dental Benefits Referendum

BE IT AND IT IS HEREBY RESOLVED:

THAT the Ryerson Election Procedures Committee be authorized to hold a student referendum, at a time to be determined, for and by Continuing Education Students at Ryerson who wish to seek approval from those CESAR students enrolled in part-time degree programs for the creation of a \$155.95 fee to cover the cost of health and dental insurance, starting in September 2013;

THAT the compulsory fee may be adjusted periodically provided that any increase is not greater than \$25 annually;

THAT the Referendum will be considered valid if 10% of the total number of members named on the electoral register vote in the Referendum;

THAT the specific wording of the referendum question be subject to approval by the Interim Provost and Vice President Academic.

September 24, 2012



BOARD OF GOVERNORS
Monday, June 25 2012
Torys LLP Barristers and Solicitors
79 Wellington Street
Suite 3300 – Board Room North 1-3
4:00 p.m. to 6:30 p.m.

Minutes of a meeting of the Board of Governors of Ryerson University held on Monday, June 25, 2012 at 4:00 p.m. at Torys LLP, 79 Wellington Street, Suite 3300, North 1-3.

ATTENDANCE:

Present: P. Yaffe (Chair), M. Al Zaibak, P. Ataei, G. R. Chang, J. Cockwell, M. Frazer, O. Hamid, B. Halilovic, C. Hilken, T. Leparulo, S. Levy, M. Maheux, R. Mendelson, N. Mohamed, A. Rasoul, B. Richards, H. Rosen,

Regrets: J. Côté-O'Hara, C. Faye, K. Raahemifar, L. Salvador-Watts, F. Salvati, D. Valliere

Board Secretariat:

J. Shin Doi, General Counsel and Secretary of the Board of Governors
C. Redmond, Governance Officer

Others Attending:

A. Shepard, Provost and Vice President, Academic
J. Hanigsberg, Vice President, Administration & Finance
A. Kahan, Vice President, University Advancement
J. Winton, Chief Financial Officer and Assistant Vice President, Financial Services
L. Allen, Assistant Vice President, Human Resources
J. Isbister, Vice Provost, Faculty Affairs
M. Ng, Director, Office of the President
A. Casey, Director, Office of the Provost and Vice President, Academic
H. Lane-Vetere, Vice Provost, Students
J. Lewis, Director, Environmental Health and Safety and Security
P. Vankessel, Senior Project Manager, Capital Projects & Real Estate.

(1) IN-CAMERA DISCUSSION (Board Members Only)

(1.1) Report from the Chair of the Executive Committee

(2) IN-CAMERA DISCUSSION (Senior Management Invited)

(a) Appointment of KPMG as External Auditor

BE IT AND IT IS HEREBY RESOLVED:

THAT KPMG LLP Chartered Accountants be appointed as Auditors of Ryerson University until the next Annual meeting of the Board, or until a successor is appointed.

(b) Auditor's Fees

BE IT AND IT IS HEREBY RESOLVED:

THAT the remuneration of KPMG LLP, as submitted in their 2010 Five Year Proposal, be approved at \$84,000 plus HST for the audit of Ryerson University's 2012 financial statements.

(a) Appointment of KPMG as External Auditor for the Ryerson Retirement Pension Plan

BE IT AND IT IS HEREBY RESOLVED:

THAT KPMG LLP Chartered Accountants be appointed as Auditors for the Ryerson Retirement Pension Plan (RRPP) for the calendar year 2012.

END OF IN-CAMERA SESSION

(3) INTRODUCTION

(3.1) Chair's Remarks

The Chair welcomed the Board members and thanked Mitch Fraser and Torys for inviting the Board to hold the Board meeting and Dinner at this location. The Chair also mentioned that the audio portion of the meeting would be broadcast in Boardroom 1410 of Jorgenson Hall.

The Chair thanked Adam Kahan for providing each Board member with a scarf and tie designed by Ryerson Fashion students.

The Chair also thanked Raymond Chang for attending his final convocations ceremonies; Michele Maheux for receiving accolades in the Women of Influence Magazine; Jocelyne Cote-O'Hara as a recipient of Queen Elizabeth II Diamond Jubilee Medal and also being featured in the Toronto Star as one of the successful alumni of Expo 67.

The Chair mentioned the groundbreaking ceremony for Ryerson University's new Student Learning Centre (SLC) at Yonge and Gould and the sense of excitement to know that Ryerson's gateway is being to take shape.

Ms. Yaffe congratulated Board students Osman Hamid, Liana Salvador-Watts and Tracy Leparulo for graduating and she also thanked Board members who took the time to attend the convocation ceremonies and Dinners. This year had a stellar group of Honorary Doctorates and inspirational

convocation addresses.

The Chair also reminded Board members to complete the annual Board Assessments and to review the draft schedule of the 2012-13 Board and Committee dates is available at the back of the Board agenda.

The Chair also reminded Board members to read the Ken Auletta story in The New Yorker magazine about the relationship between Stanford University and Silicon Valley.

(3.2) Approval of the June 25, 2012 Agenda

The agenda was approved as presented

(4) PRESIDENT'S REPORT

The President reported on a number of events that had occurred in May and June, particularly Prince Charles' visit to Digital Media Zone (DMZ).

The President also mentioned the introduction of the Eagle Staff at Convocation. The Eagle Staff is the highest honour bestowed by First Nations people. The President suggested that an Elder be invited to a Fall Board meeting to explain the significance of the Eagle Staff.

The President also mentioned the documentary presently being filmed on Massai graduate Teriano Lesancha and his upcoming trip to Kenya to accept a present of a cow from Ms. Lesancha's family.

The President encouraged Board members to listen to Honorary Doctorate recipient, Rohinton Mistry's inspirational speech to the 2012 graduates.

(5) SECRETARY'S REPORT

(a) Board and Committee Assessments

Julia Shin Doi requested that the Board Assessments be completed at the table if time permitted or mailed back to the University.

(6) REPORT FROM THE PROVOST AND VICE PRESIDENT ACADEMIC

The Provost began his farewell speech by thanking his loyal Director of the Office of the Provost, Amy Casey; his Executive Group colleagues and Vice Provosts and the President for strategic risk-taking. He also thanked the Board for their trust, confidence and respect in him and the whole executive team.

The Provost spoke of the top ten changes and accomplishments that had occurred during his tenure at the University. They were: The effectiveness and usability of the Academic Plan; successful hiring; the new Faculty of Science, creating a new model of experiential learning; the rise in undergraduate and graduate applications; modification of the undergraduate curriculum framework; professional accreditations; student success; major new partnerships; expansion of the capital plan and the growing reputation of the University.

(7) DISCUSSION ITEMS

(7.1) Report from the Chair of the Audit Committee

Jack Cockwell reported on the unqualified Audit and Janice Winton spoke to details of the Audit Statements.

(a) Audited Financial Statements -Year Ended April 30, 2012

BE IT AND IT IS HEREBY RESOLVED:

THAT the Audited Financial Statements for the fiscal year ended April 30, 2012 be approved as presented.

The President reported that Janice Winton and her team had received unblemished financial statements from Auditors. The Auditors reported that they had never seen such a clean audit, and this was the second year.

(7.2) Report from the Chair of the Employee Relations and Pension Committee

Chris Hilkene, Vice Chair of the Employee Relations and Pension Committee (ERPC) reported that the audited financial statements for the Ryerson Pension Plan had been reviewed along with the audit findings report. As in the past, it was a clean audit and there were no issues noted with respect to controls or potential fraud risks.

At the June 20, 2012 ERPC meeting, OMERS presented their results for the year ending December 31, 2011 and provided explanations as to why their results were not as strong as some other pension plans in the comparator group, eg. The Ontario Teachers' Pension Plan (OTPP). They re-iterated their investment strategy and how their asset allocation supports this strategy.

Towers Watson reviewed the preliminary valuation results which indicate the plan will be in a surplus position as of January 1, 2012, mainly as a result of the contribution rate increase which went into effect on January 1, 2012. Final results will be made available at the September ERPC meeting.

(a) Audited Financial Statements of the Ryerson Retirement Pension Plan (RRPP) January 1, 2012

BE IT AND IT IS HEREBY RESOLVED:

THAT the Audited Financial Statements of the Ryerson Retirement Pension Plan (RRPP) as at January 1, 2012 be accepted and approved to file with regulatory authorities.

(b) Environmental Health and Safety Report

Julia Hanigsberg spoke to the report and its new design improvements and thanked Julia Lewis and her team for putting so much effort into the Report. Ms. Hanigsberg said that environmental health and safety is the responsibility of the entire University. The key areas of risk can be found in the complexity of research; increased international travel; and complex regulatory area. How do we respond to risks: more risk assessments; using Information technology more smartly; enhancing the team; flagging areas that are high risk; pinpoint areas where there are issues and act proactively. The key performance indicators are lost time frequency rates and that we continue to lead in workplace safety and insurance index rebates. Ms. Hanigsberg said that we must

continue to manage risk intelligently and make sure programs are in place to allow the University to expand capacity.

Report from the Chair of the Finance Committee

Bob Richards spoke to the Finance Committee report and said that the following programs were subject to financial viability and Senate approvals.

Review of Revenue and Expenditure for new undergraduate programs:

7.3 (a) Financial Viability – Bachelor of Science (B.Sc.) In Biomedical Sciences

BE IT AND IT IS HEREBY RESOLVED:

THAT, on the basis of the review carried out, the program approvals of Senate, and on the basis of the planned revenues and expenditures presented, the new undergraduate program — Bachelor of Science (B.Sc.) in Biomedical Sciences — be deemed to be financially viable and be approved for offering beginning in September 2013, at the discretion of the Provost and Vice President Academic.

7.3 (b) Financial Viability – Bachelor of Arts (B.A.) In Creative Industries

BE IT AND IT IS HEREBY RESOLVED:

THAT, on the basis of the review carried out, the program approvals of Senate, and on the basis of the planned revenues and expenditures presented, the new undergraduate program — Bachelor of Arts (B.A.) in Creative Industries — be deemed to be financially viable and be approved for offering beginning in September 2013, at the discretion of the Provost and Vice President Academic.

7.3 (c) Financial Viability – Bachelor of Science (B.Sc.) In Financial Mathematics

BE IT AND IT IS HEREBY RESOLVED:

THAT, on the basis of the review carried out, the program approvals of Senate, and on the basis of the planned revenues and expenditures presented, the new undergraduate program — Bachelor of Science (B.Sc.) in Financial Mathematics — be deemed to be financially viable and be approved for offering beginning in September 2013, at the discretion of the Provost and Vice President Academic.

7.3 (d) Financial Viability – Bachelor of Arts (B.A.) In Professional Communication

BE IT AND IT IS HEREBY RESOLVED:

THAT, on the basis of the review carried out, the program approvals of Senate, and on the basis of the planned revenues and expenditures presented, the new undergraduate program — Bachelor of Arts (B.A.) in Professional Communication — be deemed to be financially viable and be approved for offering beginning in September 2013, at the discretion of the Provost and Vice President Academic.

7.4 (d) Financial Viability – Bachelor of Commerce (B.Comm.) In Real Estate Management

BE IT AND IT IS HEREBY RESOLVED:

THAT, on the basis of the review carried out, the program approvals of Senate, and on the basis of the planned revenues and expenditures presented, the new undergraduate program — Bachelor of Commerce (B.Comm.) in Real Estate Management — be deemed to be financially viable and be approved for offering beginning in September 2013, at the discretion of the Provost and Vice President Academic.

(8) CONSENT AGENDA

(8.1) Chancellor Emeritus Designation – G. Raymond Chang

WHEREAS G. Raymond Chang has served Ryerson University with great distinction during his term as Chancellor;

WHEREAS the Ryerson community wishes to honour G. Raymond Chang in recognition of his many contributions to the University;

BE IT AND IT IS HEREBY RESOLVED:

THAT Ryerson University confers upon G. Raymond Chang the title, Chancellor Emeritus at the end of his term.

(8.2) Approval of the April 30, 2012 Minutes

THAT the April 30, 2012 Board Minutes be approved as presented.

(8.3) Board Committees Membership and Structure 2012/13

BE IT AND IT IS HEREBY RESOLVED:

THAT the proposed Board Committee memberships for 2012-13 be approved.

(9) TERMINATION



BOARD OF GOVERNORS MEETING
September 24, 2012

Agenda Item: Appointment of Board of Governors' Representative to the Ryerson University Alumni Association (RUAA) Board of Directors

Strategic Objectives:

- ☐ Academic
- ☐ Student Experience
- ☐ Space Enhancement
- ☐ Reputation Enhancement
- ☐ Financial Resources Management
- ☐ Compliance (e.g. legislatively required)
- ☒ Governance

ACTION REQUIRED: Approval

SUMMARY:

Frank Salvati was appointed as the Board of Governors' representative to the Ryerson University Alumni Association (RUAA) Board of Directors in 2009. Mr. Salvati will have completed his service on the RUAA Board as of September 24, 2012.

Pouria Ataei has been recommended for appointment as the Board of Governor's representative on the RUAA Board of Directors. If approved he has agreed to serve as an ex-officio member of the RUAA Board until August 31, 2014 which is the completion of his term as an elected member of the Board of Governors.

BACKGROUND

The Ryerson University Alumni Association (RUAA) Board of Directors consists of up to 17 members. In Article 5; under section 5.2 Membership of the RUAA Constitution it states "*Ex officiis members (who shall have full voting and other rights) shall include a member of the Ryerson University Board of Governors selected by the Board of Governors*".

The Board of Governors' representative on the RUAA Board will serve as a liaison between the Board of Governors and the RUAA Board. The representative will be required to attend regular meetings of both Boards and update each Board on the other's major initiatives and activities.

PREPARED BY:

Name: Catherine Redmond, Governance Officer
September 12, 2012

CONFIDENTIAL ADVICE TO THE BOARD OF GOVERNORS

APPROVED BY:

Name Julia Shin Doi, General Counsel & Secretary of the Board of Governors

Date August 16, 2012

DRAFT RESOLUTION

**RE: BOARD APPOINTMENT TO THE RYERSON UNIVERSITY ALUMNI ASSOCIATION (RUAA)
BOARD**

BE IT AND IT IS HEREBY RESOLVED:

THAT Pouria Ataei be appointed as a member of the Ryerson University Alumni Association (RUAA) Board.

September 24, 2012

RYERSON ACHIEVEMENT REPORT

A sampling of notable events on campus and appearances in the media by members of the Ryerson community for the September 2012 meeting of the Ryerson University Board of Governors.

Events

On August 13, **Prime Minister Stephen Harper** joined **Minister of Finance Jim Flaherty** and **President Sheldon Levy** at the opening of the Mattamy Athletic Centre at the Gardens. The lighting ceremony generated coverage across the country, including a special feature in the Toronto Sun, with multiple articles quoting President Levy <http://bit.ly/PS70WJ>. Coverage highlights include the Globe and Mail <http://bit.ly/NgliBV>, National Post <http://natpo.st/Og5Oiz>, Toronto Star <http://bit.ly/QYsNkC>, CTV News <http://bit.ly/Pei989>, CBC News <http://bit.ly/Qwfnl8>, Montreal Gazette, Ottawa Citizen, The Score, TSN: Sportscentre, CP24, CityNews, Breakfast Television, the Torontoist, Maclean's On Campus, Academica.ca, Yahoo! Sports UK and Ireland, Open File, El Canada, Sun News, Toronto Observer and Sympatico News.

The Globe and Mail quoted **President Levy**, Athletics Director **Ivan Joseph**, coaches **Lisa Jordan**, **Roy Rana**, **Graham Wise** and **Carly Clarke** <http://bit.ly/SAflq2> in an article about athletics at Ryerson and the significance of the Mattamy Athletic Centre.

The Globe and Mail shared a photo gallery of the MAC and the Rams' first hockey game in the new facility <http://bit.ly/Sz5CjV>. The Toronto Observer reported that the Rams won their first game at the MAC, an item pitched by Public Affairs <http://bit.ly/Qz02dC>. The news was also reported in the Toronto Sun <http://bit.ly/PdH0d8>. The Toronto Star profiled the Rams-Dawson College basketball game at the MAC <http://bit.ly/NQaYFD> and BizNow, Examiner.com and Sports Extra reported on the first basketball game at the MAC.

President Levy and Prof. **Jean Golden**'s trip to Kenya to attend Masai graduate **Teriano Lesancha**'s celebration at home made headlines around the globe. The event was reported by the East African Standard <http://bit.ly/PbtivO>, Daily News Tanzania <http://bit.ly/OcXHXw>, AllAfrica News <http://bit.ly/QnDNav>, Standard Digital <http://bit.ly/RUxFd5>, GBS <http://bit.ly/RUxFd5>, K24TV <http://bit.ly/QNPvaL>, CBC National, and CBC News in Toronto and Edmonton. President Levy was quoted in the Toronto Star <http://bit.ly/R3v3CF> and the Star-Kenya <http://bit.ly/QSkNgJ>; he also appeared on CBC Radio's Here & Now <http://bit.ly/Nuus2s>.

In the media

A number of mainstream and trade media reported on the opening of the Ryerson Image Centre, the Black Star Collection exhibit and the Centre's Light & Architecture award for best use of colour:

The Globe and Mail shared a video of the Ryerson Image Centre <http://bit.ly/UGLXMB>. The item, pitched by Public Affairs, was also picked up by the Kenya Star <http://bit.ly/QaGsVD>. The Globe and Mail also shared a picture gallery of the new centre <http://bit.ly/QgLBcm>.

Daily Commercial News reported on the award, quoting **President Levy** <http://bit.ly/Qi9kg6>, and profiled the Centre in a separate article: <http://bit.ly/Q8VDw4>. The award was also reported by World Architecture News <http://bit.ly/PrszlL>, Art Media Gallery <http://bit.ly/QTSwpR> and Canadian Interiors, quoting **President Levy** <http://bit.ly/UaKr4E>. LEDs Magazine profiled the centre, quoting **President Levy** <http://bit.ly/OQM83l>.

Toronto Life and the Calgary Herald reported on the new Image Centre, profiling the iconic Black Star Collection. Academica.ca reported on the opening of the centre <http://bit.ly/qRI0gh>. Photo Life, Dwell, Yahoo! Canada, mysask.com, Daily Hot News, Toronto Grand Prix blog also reported on the Centre, its opening, and the Black Star Collection.

The new centre was also covered in the Beat Magazine, quoting **President Levy**, <http://bit.ly/RGm8b4>, Lord Cultural News, Toronto.com, F-Stop Magazine, Noodles, Urban Toronto, News Alighting China <http://bit.ly/NJEWuP> and Alibaba.com <http://bit.ly/Th1TF6>.

The Ottawa Citizen reported on the Black Star-inspired exhibit at the Ryerson Gallery, quoting gallery spokeswoman **Heather Kelly**. The item also appeared in the Windsor Star <http://bit.ly/RRu1AF> and Waterloo Region Record <http://bit.ly/U5yopb>.

Back-to-school activities, orientation and tips by Ryerson experts pitched by Public Affairs were widely covered by the media:

World Record Academy reported on the record set by Ryerson students and staff for the largest cowbell ensemble, an item pitched by Public Affairs <http://bit.ly/Q6VF62>. The item also appeared in The Huffington Post <http://huff.to/Q5WOyg> and UPI.com <http://bit.ly/SjryPG>, E! Canada Now <http://bit.ly/TR3LC5>, Online Journal and UPI <http://bit.ly/TEL9VO>. The activity was also reported by Canadian Press, Calgary Herald, Times Colonist, Vancouver Sun, the Province, Windsor Star, Edmonton Journal, Winnipeg Free Press, Global News, The World Journal, Detroit Free Press, and SingTao.

Maclean's featured photos from Ryerson's orientation parade and fair, an item pitched by Public Affairs <http://bit.ly/QEZANT>.

CityTV's Breakfast Television, CP24, CBC News Toronto, Global News Toronto and CTV News Toronto reported on move-in day for first-year students at Ryerson. CP24 and Global's The Morning Show also reported on orientation activities <http://bit.ly/QcsyBN>.

CityNews Toronto reported on back-to-school tips for international students and their parents, <http://bit.ly/NuowGG>. The item was also picked up by News 1130 <http://bit.ly/Oho4bb>.

Martin Antony, Psychology, spoke to CityNews Toronto about overcoming back-to-school anxiety <http://bit.ly/R4QOCB>.

CityNews Toronto reported on back-to-school tips for international students and their parents <http://bit.ly/NuowGG>. The item was also picked up by News 1130 <http://bit.ly/Oho4bb>. Ryerson international student **Mohammed Mahmood** appeared on CBC Radio's Metro Morning, with tips to help international students adapt to their new surroundings. Listen here: <http://bit.ly/SSoUhp>.

The Brandon Sun also published back-to-school tips by Ryerson experts <http://bit.ly/Ru8jk1>. J-Source.ca published tips for journalism students by Ryerson student **Angelina Irinici** <http://bit.ly/NMQ4ai>. The item was also picked up by Yahoo! News, The Street, Digital Journal, The Sacramento Bee and WALB News 10 <http://bit.ly/Qchsik>. CBC News spoke to DMZ-based entrepreneur and student **Brennan McEachran** about 10 back-to-school mobile apps for university students <http://bit.ly/OX0dOA>. The item also appeared in MSN News and IT Business.

The Toronto Star published an extensive profile of Ryerson coaches **Roy Rana** and **Carly Clarke** <http://bit.ly/QpO08J>. They were also mentioned in another article about Canadian basketball talent <http://bit.ly/OFdYRU>. Coach Rana was quoted in a Star article about the "perfect storm" of Canadian basketball talent coming together <http://bit.ly/RSMIEa>. Breakfast Television and CityNews Toronto spoke with **Ivan Joseph**, athletics director, at the Mattamy Athletic Centre.

Adam Kahan, vice president, university advancement spoke to the Eyeopener about the time capsule to be buried at the Mattamy Athletic Centre <http://bit.ly/OVlibU>.

Share News reported that **Denise O'Neil Green** was appointed Ryerson's new assistant vice president/vice provost equity, diversity and inclusion; quoting **Julia Hanigsberg**, vice president, administration and finance and Prof. **Grace-Edward Galabuzi** <http://bit.ly/Lsp1yA>. The item was pitched by Public Affairs.

CBC's The Lang & O'Leary Exchange interviewed alumnus and DMZ research director **Hossein Rahnama**, after he was named to MIT's top 35 under 35 list, a news item pitched by Public Affairs. He was also profiled in the Globe and Mail, on TMCnet.com <http://bit.ly/Q2VEVB>, World Journal <http://bit.ly/NKwmYi>, the Toronto Star <http://bit.ly/Ovs3RY>, IT Canada <http://bit.ly/Nexmll>, Technology Review, Info51.ca, Electronic Products & Technology and Heise Online <http://bit.ly/TN5vz4>.

The Toronto Star reported that journalism alumna **Sue Gardner** was the only Canadian to appear on Forbes' list of the world's most powerful women <http://bit.ly/PKlpXY>. The news was carried by Global Toronto and Thunder Bay, Global's The Morning Show, the Waterloo Region Record, Moneyville.ca, and the Record.

Broadcaster magazine reported that 30 RTA students travelled to Los Angeles for a two-week intensive course on writing and producing for the U.S. market, an item pitched by Public Affairs <http://bit.ly/Po98uW>. Playback magazine also reported on the trip <http://bit.ly/PrkFGn>.

The Toronto Star quoted **Julia Hanigsberg**, vice president, administration and finance, on the topic of Ryerson exploring the purchase of the site of the former Empress Hotel <http://bit.ly/PazMFo>. The news was reported by the Globe and Mail <http://bit.ly/QdkjXC>, Academica.ca, Breakfast Television and CP24.

The Calgary Herald quoted **Chris Daniels**, Centre for the Study of Commercial Activity (CSCA), on the topic of U.S. retailers headed north of the border <http://bit.ly/Pb33PU>. **Tony Hernandez**, director, CSCA, was quoted in the Financial Post about the hype surrounding the arrival to Canada of U.S. premium outlets <http://natpo.st/P1aBRV>.

IT World Canada reported on the new IT security program, quoting director **Alex Ferworn** <http://bit.ly/P5Rtpe>.

A New York Times blog on Toronto nightlife profiled the "capacious auditorium on the campus of Ryerson University" <http://nyti.ms/QF2pf3>.

The Toronto Star quoted **Wendy Cukier**, vice president, research and innovation, in an article about the long-gun registry <http://bit.ly/OIRtEJ>. The item also appeared in Yahoo! News <http://yhoo.it/PYYMy6>.

Usha George, dean of community services, spoke to CityNews about immigration issues. She also spoke to CBC.ca about tourism ads rebranding the U.S. from militaristic to multicultural <http://bit.ly/Nwm1Tk>.

ITbusiness.ca profiled the DMZ <http://bit.ly/S5WYDJ> and MoneyControl.com profiled the DMZ fellowship program, quoting executive director **Valerie Fox** <http://bit.ly/Nn8RCY>. Outlook Business (India) profiled the DMZ's international fellows from India <http://bit.ly/P7vVZB>. **Sharanya Haridas**, a DMZ International Fellow, was interviewed by CBC Radio's Metro Morning, an item pitched by Public Affairs. **President Levy** and DMZ executive director **Valerie Fox** appeared on OMNI News: South Asian Edition and Punjabi National Edition (CHNM-TV Vancouver) discussing the fellowship program.

Valerie Fox also spoke to the Vancouver Sun about turning tech into social enterprise, an item pitched by Public Affairs <http://bit.ly/MEdgjT>. The item also appeared in the Calgary Herald.

IT Business reported that the DMZ took on its first foreign start-up <http://bit.ly/OrEVGF>. Backbone magazine profiled technologists from the DMZ and Computing and Communications Services <http://bit.ly/SMY7Dc>. Mediacaster profiled the DMZ, an item pitched by Public Affairs <http://bit.ly/PI77Je>.

DMZ-based entrepreneur **Brennan McEachran** spoke to CTV News Express about the iPhone 5, an expert pitched by Public Affairs <http://bit.ly/PbFy9D>.

The Toronto Star profiled **Winnie Ng**, chair in Social Justice and Democracy. <http://bit.ly/Qy49a0>

Patrice Dutil, Politics, spoke to Radio Canada about by-elections in Ontario <http://bit.ly/NYQjJG>. The item also appeared on MSN News <http://on-msn.com/S1NkRR>.

Steve Tissenbaum, TRSM, spoke to the Toronto Star about selling vintage clothes online <http://bit.ly/P1fYnA>.

Kamal Al-Solaylee, Journalism, spoke to CTV News: Express about the Democratic and Republican National Convention in the U.S.

Chad Nuttal, manager of student housing service, spoke to CBC Radio's Metro Morning about helicopter parents and the university years. The item also aired on Ontario Morning and Information Morning.

A Maclean's On Campus article on mental health on university campuses quoted **Su-Ting Teo**, director of student health and wellness <http://bit.ly/TnBt4v>. Dr. Teo also spoke to the Current on the topic.

A Toronto Star article on MBA programs profiled TRSM alumna **Noura Sakkijha** and the DMZ <http://bit.ly/P1Nc82>.

A Canadian Press article on time management for students quoted **Sarah Gaikwad**, peer development facilitator at the Learning Success Centre, appeared in the Calgary Herald <http://bit.ly/PYZQ56>, Brandon Sun, Cape Breton Post, and Canada.com. The article was pitched by Public Affairs.

The Toronto Sun (<http://bit.ly/QOtPuU>), the Caledon Enterprise and Caledon Citizen profiled a study by Ryerson urban and regional planning students. The Caledon Enterprise later published a response to coverage of the report, by urban and regional planning **Jason De Luca**, in a piece also quoting Prof. **David Amborski** <http://bit.ly/PlcbTQ>.

A Toronto Star article about the Toronto International Film Festival (TIFF) short film offerings profiled alumnus **Stephen Dunn** and his film *Life Doesn't Frighten Me* <http://bit.ly/UuhP6J>. The Grid coverage of TIFF profiled Ryerson alumnus **Kazik Radwanski** <http://bit.ly/NUI4hC>. In a segment on the TIFF, Global Toronto profiled Canada's top celebrity photographer, alumnus **George Pimentel** <http://bit.ly/QRwR8e>. KTLA.com (Los Angeles) profiled the Ryerson Theatre in its TIFF coverage <http://bit.ly/OIWW5X>, as did the Huffington Post <http://huff.to/Pmi1jo>, The Grid <http://bit.ly/Mbp0eg>, and Fox Pennsylvania <http://bit.ly/PrrYMr>.

Myer Siemiatycki, Politics, was quoted in the Toronto Star about the impact of a conflict of interest case on Mayor Rob Ford's career <http://bit.ly/OVF0o6>. The item also ran in Metro News. He also spoke to the Globe and Mail in reaction to the Toronto police chief imploring Mayor Ford to get a driver <http://bit.ly/NH0Vgm> and to University Affairs about curbing classroom disruptions <http://bit.ly/PjlnYY>.

The Toronto Star quoted **Sean Wise**, TRSM, on the topic of bartering and small business <http://bit.ly/QfL38v>.

The Huffington Post published a feature by journalism student **Siobhan McClelland** on the topic of the cachet of law degrees <http://huff.to/PZ6Xgy>.

Brynn Winegard, TRSM, spoke to CityNews Toronto in reaction to the new CRTC rule banning loud television ads.

Murtaza Haider, TRSM, commented on the condo bubble in Toronto on AM640. He also spoke to the Globe and Mail about a "Doing business in India" course at the TRSM.

Food Services & Hospitality quoted **Pamela Palmater**, Politics, on the topic of insensitive names for restaurant menu items <http://bit.ly/PFSUbm>. She also appeared on APTN National News discussing the topic and was quoted in Yahoo! News <http://yhoo.it/Nzvavj>, Digital Journal <http://bit.ly/OMp1sp> and Metro News <http://bit.ly/NzFu6p>. She spoke to Postmedia News about the property ownership bill worrying First Nations leaders, an item picked up by the Ottawa Citizen <http://bit.ly/PsBZuH>, Calgary Herald, Edmonton Journal, Regina Leader Post, Montreal Gazette, and Star Phoenix (Saskatoon). She was profiled extensively in print and broadcast media outlets across the country during her bid for leadership of the Assembly of First Nations, including CBC National, CTV News, the Globe and Mail, Winnipeg Sun, Ottawa Citizen, Macleans.ca, Telegraph Journal, CBC Radio and 680 News.

Chang School Dean **Gervan Fearon** spoke to Media in Canada about the school's fall ad campaign <http://bit.ly/P34VYn>. The item also appeared in Ad News <http://bit.ly/PLU6ym>. Dean Fearon also spoke to Metro News about tips for back-to-school.

Andrew Furman, Interior Design, spoke to Open File about crosswalks and safety <http://bit.ly/OsmKEj>.

Kimberley Wahl, Fashion, spoke to Yahoo! Canada about the world premiere of a TVO-commissioned documentary on body size and beauty <http://yhoo.it/UaL3Y9>. The item also appeared in Digital Journal.

Mining.com profiled Ryerson's post-graduate Certificate in Mining Management at the Chang School. <http://bit.ly/NYeeL6>

Colleen Carney, Psychology, spoke to Newstalk 980 (Regina) about ways to ease kids back into a regular sleep schedule for the school year. Listen here: <http://bit.ly/OtXLx2>.

Sandeep Agrawal, Urban and Regional Planning, was quoted in the Toronto Star <http://bit.ly/MUXTnt> and Metro News about the condo boom and hospital overcrowding. He also spoke to 680 News on the topic <http://bit.ly/OopkGK>. He appeared on OMNI News: South Asian Edition discussing 15 proposed new federal ridings, including 11 in the GTA.

India Education Diary reported on Ryerson's International Student Merit Scholarship, quoting **Michelle Beaton**, manager, international student recruitment <http://bit.ly/TePSNx>. A similar item appeared in APN News <http://bit.ly/NLbrEg>.

Lori Beckstead, RTA, spoke to the Toronto Star about rural radio <http://bit.ly/RUZS8C>.

The Caledon Enterprise profiled Ryerson student **Alessandra Cannito** who made the top 20 cut to play Dorothy in the Toronto production of Andrew Lloyd Webber's The Wizard of Oz <http://bit.ly/OsrOs8>.

The National Post profiled alumna **Amanda Lew Kee** as she headed to New York Fashion Week <http://bit.ly/U7RQIm>. The item also appeared in the Edmonton Journal, Vancouver Sun, Calgary Herald, Chronicle Herald, Brandon Sun, Record and Examiner.com.

The Chicago Tribune published safety tips for parents by **Kathryn Woodcock**, Occupational and Public Health, <http://trib.in/NqUWSn>, an item pitched by Public Affairs.

Yahoo! Canada profiled the Ted Rogers School of Business Management in an article about housing built on top of shopping malls <http://bit.ly/PlqCPI>.

The National Post profiled Ryerson's fashion program, and the importance of designing for diversity <http://bit.ly/PHjrti>.

The Toronto Star profiled alumna **Stacy Clark**, an acrobatic coach with the Cirque du Soleil <http://bit.ly/OcfYAA>

Vaughan Today profiled researcher **John Enright**, Aerospace Engineering, and a project helping guide spacecraft using the stars <http://bit.ly/O8xdRC>.

The Toronto Star quoted Ryerson students **Mayuri Patel** and **Kyla Thurston** in an article about electronic versus print textbooks, an item pitched by Public Affairs <http://bit.ly/Od42k0>.

The Toronto Star profiled alumna **Cheryl Torrenueva**, a designer on such shows as Home Heist and Restaurant Makeover, who has worked with Toronto chef Massimo Capra and U.S. First Lady Michelle Obama <http://bit.ly/MQebmX>. The item also appeared in <http://bit.ly/PBRyCN>.

Canadian Press quoted **Christopher Evans**, associate provost, in an article about university professors encouraging in-class use of gadgets to assist learning, a story idea pitched by Public Affairs. The article appeared in the Montreal Gazette, Ottawa Citizen <http://bit.ly/R6sctd>, MSN News, The Star Phoenix, Canada.com, Vancouver Sun, Regina Leader Post, Calgary Herald, The Province, Winnipeg Free Press, Guardian, Huffington Post <http://huff.to/PlwkCH>, CP24 News <http://bit.ly/Oy8JDy>, Cape Breton Post, PA Herald, MSN News and Brandon Sun.

The Vancouver Sun reported that **Wayne Clark** was named the first distinguished designer-in-residence at Ryerson <http://bit.ly/NIJYHL>. The item also appeared in the Brandon Sun.

CBC News reported that Image Arts alumna and instructor **Annie MacDonell** was among four finalists in the prestigious Grange photography award created by the Art Gallery of Ontario <http://bit.ly/O7aB7r>.

Metro News profiled Ryerson's digital specialization program.

The Hamilton Spectator profiled research on advertising by **Ben Barry**, Fashion <http://bit.ly/SyPCbY>. He also spoke to the Ottawa Citizen on the topic of fitting bathing suits <http://bit.ly/OihiAW> and to the Toronto Star about the fashion industry using older models <http://bit.ly/NkHZmA>.

The Toronto Star profiled the Urban Agriculture Summit at Ryerson University <http://bit.ly/OIWBFI>.

Dave Valliere, TRSM, spoke to CBC News about the Facebook lock-up, an item pitched by Public Affairs <http://bit.ly/Nlolly>. The item also appeared on MSN News, Sympatico News, Huffington Post, Northern Business Ontario, Yahoo! News and Proactive Investors.

Brynn Winegard, TRSM, spoke to the Toronto Star about a One Direction pop-up store in Toronto <http://bit.ly/Oly3g3>.

Paul Moore, Sociology, spoke to CBC News about Toronto's last adult theatre <http://bit.ly/NFYheq>. The item also appeared in MSN News and Sympatico News. He was also quoted in National Post article about costumed picnickers at Centre Island <http://natpo.st/PNadXO>.

Lori Schindel Martin, Daphne Cockwell School of Nursing, spoke to the Hamilton Spectator about working with dementia patients <http://bit.ly/SvAyM6>.

The Toronto Star profiled Ryerson's Act 2 Studio for Seniors at the Chang School <http://bit.ly/RZpQBK> as well as the Food Security program at the Chang School <http://bit.ly/QEEcSI>.

The Canadian Press profiled a study by **Candice Monson**, Psychology, on couples' therapy for PTSD sufferers, an item pitched by Public Affairs. The item was picked up by the Canadian Press, CityNews Toronto <http://bit.ly/PbmOZe>, Metro News, Canada.com, Windsor Star, Edmonton Journal, Victoria Times Colonist, Vancouver Province, Regina Leader Post, Saskatoon Star Phoenix, Vancouver Sun, Ottawa Citizen, Calgary Herald, Cape Breton Post, Medicine Hat News, Brandon Sun; Global News in Toronto, Winnipeg, BC, Montreal, Edmonton, Saskatoon, and Regina; Cape Breton Post, MSN News, CTV News <http://bit.ly/PiwWZ3>, ABC News <http://abcn.ws/ROL7MP>, U.S. News & World Report <http://bit.ly/N2XCj9>, Boston Globe <http://bo.st/OXrAGE>, Web MD <http://bit.ly/O80E5k>, Journal of American Medical Association <http://bit.ly/PhYTGT>, Vancouver Sun, Calgary Herald, Montreal Gazette, Examiner.com, Time.com <http://ti.me/OZqIHc>, LA Times <http://lat.ms/NqMZME>, TakePart.com, RTTNews.com, News Medical.net, Medical Daily.com, Fayetteville Observer (blog), kbps.org, MedPage Today, KMBZ Radio, KBOI-AM, Boise, Idaho, KGO-AM San Francisco <http://bit.ly/PqgELI>, WTMA-AM Charleston, South Carolina, KARN News Radio, Little Rock, Arkansas, KVOR-AM Colorado Springs, Colorado, PsychCentral.com, CTV Saskatoon News, Doctors Lounge, HealthDay, WUSA-TV, Washington, DC, Clinical Psychiatry News Digital Network, WLS- AM Chicago, Science Codex, JAMA <http://bit.ly/R3tbyj>, Medical Xpress, CTV News, National, CBS Radio News <http://bit.ly/NgxV4A>, the

Huffington Post <http://huff.to/N8yGXv>, East Idaho News, Medscape Today, Times Colonist, Medical News Today, Kenya Star <http://bit.ly/OErZ54> and Your Tango.

The Toronto Star reported on the Balzac coffee shop on campus <http://bit.ly/PivAEe>, as did CBC Television's Dragon's Den and blogTO <http://bit.ly/Lsmi8A>.

The Toronto Star profiled fashion alumna **Roslyn Griffith Hall** <http://bit.ly/MZBDzp>.

Share News reported that Ryerson named **Frank Walwyn** a distinguished visiting scholar at the G. Raymond Chang School of Continuing Education, an item pitched by Public Affairs <http://bit.ly/SdVrva>. The news was also reported in the Law Times <http://bit.ly/Oe7dac>.

The Council of Ontario Universities profiled Undergraduate Research Opportunities Scholar Fraser McDonald, an item pitched by Public Affairs <http://bit.ly/QWoVAC>.

Bloomberg Businessweek profiled alumna **Milena Donovan** <http://buswk.co/PQBJU6>.

Bryan Evans, Politics, spoke to Canadian Press about public figures being entitled to their privacy relating to health matters. The item appeared on CBC News <http://bit.ly/NrVNy0>, MSN News, CTV News <http://bit.ly/P7C34C>, CP24 News <http://bit.ly/P7sOS3>, Global Regina, CKLQ880 News (Brandon, Manitoba) and the Chronicle Herald <http://bit.ly/Pa4TBp>. Canadian Press also quoted Prof. Evans on the topic of contract legislation possibly triggering an Ontario election. The item was picked up by CTV News <http://bit.ly/O70spM>, Montreal Gazette, CBC News <http://bit.ly/QM8erw>, CityNews Toronto <http://bit.ly/PILfc1>, Vancouver Sun, Huffington Post, Hamilton Spectator, Yahoo! News, MSN News, Kitchener Record, Guelph Mercury, and Metro News. The item, pitched by Public Affairs, was also picked up by 680 News, Newstalk 1290 (London), 570 News (Kitchener) and Fox 105.3 (Fredericton).

Cincinnati City Beat profiled an exhibition by **Henry Navarro**, Fashion <http://bit.ly/N1r3nl>.

CBC News reported that Toronto's new chief planner **Jennifer Keesmaat** "guest-lectured at Ryerson University" <http://bit.ly/N8SDNW>. The item also appeared in MSN News and Sympatico News.

ESPN reported on an upcoming Wake Forest Demons men's basketball exhibition game at Ryerson on Oct. 20 <http://es.pn/QjuVIW>. The item was also picked up by Sports Illustrated <http://bit.ly/QYakRK>, Fox Sports <http://on-msn.com/MRj1RL>, Manmademag.com <http://bit.ly/MiFxTE>, News 2 <http://bit.ly/MblvV3>, Daily Reporter Indiana <http://bit.ly/MblyQO>, Fox Carolina <http://bit.ly/NamYMe>, Fort Mill Times North Carolina <http://bit.ly/OCCNQz>, Enquirer Herald <http://bit.ly/QowT4I>, AL.com Alabama <http://bit.ly/Qox28e> and Yahoo! Sports.

Tammy Landau, Criminal Justice and Criminology, spoke to CBC Radio's World at Six and World Report, as well as Radio Canada and CBC.ca about a surge in crime rates for women being misleading <http://bit.ly/M8k2EW>. The item was also picked up by the Huffington Post.

Ian Ingles, manager of employer services at the Career Development and Employment Centre, spoke to the Toronto Star about the inappropriateness of strip clubs recruiting at career fairs <http://bit.ly/OGpHfU>. The item also appeared in Metro News.

The Toronto Star profiled Ryerson alumna **Hilary Dean**, winner of the CBC Creative Nonfiction Prize, and the MFA in Documentary Media program <http://bit.ly/PBvk3B>. She also profiled in Tandem Magazine <http://bit.ly/PxP6hI> and the Rocky Mountain Outlook, which also featured the MFA in Documentary Media program.

Nation Talk picked up a Ryerson Today story on transgender Mohawk student **Kiel Longboat** <http://bit.ly/PatKoz>.

Gabor Forgacs, Hospitality and Tourism Management, spoke to CityNews about how shootings in Toronto were unlikely to hurt the city's image <http://bit.ly/NR5m79>. The item also appeared in the Kingston Whig-Standard and Global Regina.

Ryerson student **Jai Garcha** was quoted in the Trail Daily Times on the topic of apps for dating.

Maclean's On Campus profiled the Geography and Communication and Media Studies programs. <http://bit.ly/LtwpFk>

BlogTO reported on an exhibition co-produced by Ryerson's Diversity Institute and School of Image Arts <http://bit.ly/SJo8Cr>.

Mehrunnisa Ali, ECE, spoke to OMNI News: Italian Edition, the Ottawa Citizen <http://bit.ly/M94U5G>, St. Catharines Standard <http://bit.ly/NEDQyX>, the Tribune <http://bit.ly/OFW1PJ> and the Niagara Falls Review <http://bit.ly/LZYyKp> about her study on settlement services.

IT World Canada profiled the mainframe computing program at Ryerson University <http://bit.ly/MEpedi>.

Prepared by Marketing and Communications

The logo for Ryerson University, featuring the name "RYERSON UNIVERSITY" in white, uppercase, sans-serif font on a dark blue rectangular background. To the right of the blue rectangle is a vertical yellow bar.

RYERSON UNIVERSITY

June 29, 2012

TO: Olga Payne
Secretary
Ryerson Election Procedures Committee

FROM: Catherine Redmond
Returning Officer

RE: **Board of Governors' Alumni Election Report 2012**

In accordance with the requirements of the Ryerson Election Procedures Committee of the Board of Governors, please find attached the following appendices:

Appendix A	Tabulation of Votes
Appendix B	Declaration of Returning Officer
Appendix C	Voting Percentages

cc: Julia Shin Doi
General Counsel and Secretary of the Board of Governors

Rodney Diverlus
President, RSU

Harmonie Wong
Director of Academic Policy, CESAR

Dr. Anver Saloojee
President, RFA

Julia Hanigsberg
Vice President, Administration and Finance

BOARD OF GOVERNORS' ALUMNI ELECTION
Tabulation Date – Friday, June 29, 2012

I hereby certify that the electronic vote tabulation is adequate for the requirements, and the result of the vote is shown hereunder.

NAME OF CANDIDATE (7)	Vote Count
John Ashbee	5
Joseph (Joe) Bourgeois	6
Meghan Clarke	33
Justin Hein	75
Astrum Nanji	4
Ihtisham Qureshi	45
Atifa Rasoul	79
Total	247

ALUMNI CANDIDATES IN ORDER OF STANDING

NAME OF CANDIDATE (7)	Vote Count
Atifa Rasoul	79
Justin Hein	75
Ihtisham Qureshi	45
Meghan Clarke	33
Joseph Bourgeois	6
John Asbee	5
Astrum Nanji	4
Total	247

RYERSON UNIVERSITY

RYERSON UNIVERSITY
BOARD OF GOVERNORS' ALUMNI ELECTION RESULTS
Tabulation Date – Friday, June 29, 2012

DECLARATION

I hereby declare the following candidate is elected:

BOARD OF GOVERNORS – (Alumni) (1)

VOTE COUNT

Name of Successful Candidate

Atifa Rasoul	79
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The logo consists of a dark blue rectangle with the text "RYERSON UNIVERSITY" in white, followed by a yellow rectangle.

RYERSON UNIVERSITY
BOARD OF GOVERNORS' ALUMNI ELECTION RESULTS
Tabulation Date – Friday, June 29, 2012

VOTING PERCENTAGES

TOTAL ELIGIBLE TO VOTE:	148,561
TOTAL VOTES:	247
TOTAL DECLINED TO VOTE:	2
TOTAL BALLOTS	249
PERCENTAGE OF ELIGIBLE VOTERS WHO VOTED:	0.16%

BOARD WORKPLAN 2012-13

SEPTEMBER 2012

Employee Relations and Pension Committee – (September 18, 2012)

Ryerson Retirement Pension Plan Valuation Report Filing of Report with Regulators (Annual)- **Approval**
 Appointment of Actuary (Annual)– **Approval**
 Workplan for Committee (Annual)– **Information**
 Terms of Reference for the Committee (Annual)- **Information**
 OMERS Quarterly Investment Report (Annual)– **Information**

Financial Literacy Module I – (September 20, 2012)

September Board Meeting (September 24, 2012)

Appointment of Chancellor — **Approval**
 Ryerson Retirement Pension Plan Valuation Report and Filing of Report with Regulators(Annual)- **Approval**
 Appointment of Actuary (Annual)– **Approval**
 Chancellor Emeritus – Raymond G. Chang – **Approval**
 Introduction of new Senior Leadership at the University - **Information**
 Ryerson Builds (monthly) **Information**
 Academic Presentation – (monthly) **Information**
 Board and Board Committee Work Plans 2012/13 (Annual)- **Information**
 Alumni Election 2012 Report Results (Annual)- **Information**
 Annual Board Assessment Executive Summary 2012-13(Annual) - **Information**
 Senate Dates for 2012/13 (Annual)– **Information**
 Common Ryerson University Abbreviations (Annual)– **Information**
 Report from the VP University Advancement – (Quarterly) Campaign Report- **Information**

Financial Literacy Module II – (September 27, 2012)

OCTOBER 2012

New Board Members Orientation with the President – (October 4, 2012)

Financial Literacy Module III – (October 4, 2012)

Finance Committee (October 15, 2012)

BOARD WORKPLAN 2012-13

Capital Projects Update **Approval**
 First quarter financial statements **(Annual)- Approval**
 Work Plan for Committee **(Annual)– Information**
 Terms of Reference for the Committee **(Annual) – Information**

Audit Committee (October 16, 2012)

Draft Engagement Letter for the Year Ending April 30, 2013 **(Annual) – Information**
 Management Letter/Response- External Auditor **(Annual)- Information**
 Internal Audit Services Executive Summary/Status of Audit Reports June-Oct 2012 **(Tri-annual) – Information**
 Private Session with External Auditor **(Tri-annual) – Information**
 Private Session with Chief Internal Auditor **(Tri-annual) - Information**
 Private Session of Audit Committee Members **(Tri-annual) – Information**

Executive Committee (October 29, 2012)

Capital Projects Update - **Approval**
 First quarter financial statements (Annual)- **Approval**
 By- Law Review **(Annual) - Approval**
 Terms of Reference for the Committee **-(Annual) Information**
 Workplan for Committee **–(Annual) Information**
 Will convene if there is urgent business

NOVEMBER 2012

Joint Finance/ Audit Committee (November 20, 2012)

Second Quarter Financial Results **(Annual)- Approval**
 Proposed Academic Programs – **Approval**
 Changes to the Canadian Institute of Chartered Accountants (CICA) Guidelines re Financial Statements – **Information**
 Sceptre Quarterly Financial Results - **(Annual) - Information**

Board Development Day For New Members

(Annual)– Information

November Board Meeting (November 26, 2012)

Second Quarter Financial Results **(Annual)- Approval**
 Proposed Academic Programs – **Approval**
 Notification of Election of Board Vice Chair – **Approval**
 Records Management Policy - **Approval**
 Report from the Vice President Research and Innovation – **Information**
 Ryerson Builds **(monthly) - Information**
 Report from VP University Advancement First Quarterly **(Annual) Report – Information**
 Student Survey(s) **(Annual) – Information**
 Academic Presentation **(monthly) - Information**

BOARD WORKPLAN 2012-13

JANUARY 2013

Finance Committee (January 22, 2013)
Proposed Academic Programs – (Approval)
Board Meeting (January 28, 2013)
Proposed Academic Programs – Approval Ryerson Builds (monthly) - Information Academic Presentation (monthly) - Information Update on 2012-13 Enrolments – January 2013 Report – Information Ryerson Performance Indicators – January 2013 Report (Annual) - Information 2012-13 Core Performance Measures Report (Annual) – Information Report, Vice President University Advancement Quarterly Update (monthly) - Information Student Surveys (2) (Annual) - Information

FEBRUARY 2013

Finance Committee (February 19, 2013)
Third Quarter Financial Results- Approval Proposed Academic Programs - Approval
Executive Committee (February 25, 2013)
If necessary
Board Retreat (TBA)

MARCH 2013

Audit Committee (March 6, 2013)
External Auditor's Audit Planning Report - year ending April 30, 2013 (Annual) – Information 2012 Insurance Synopsis (Annual) - Information Internal Audit Services Annual Audit Plan For The Fiscal Year 2013/2014 (Annual) - Information Internal Audit Services Executive Summary/Status of Audit Reports Oct-Mar 2013 (Tri-annual) - Information Summary of Compliance and Assurance Audits for the Fiscal Year 2012-2013 (Annual) - Information Private Session with External Auditor (Tri-annual) – Information Private Session with Chief Internal Auditor (Tri-annual) - Information Private Session of Audit Committee Members (Tri-annual) - Information
Finance Committee (March 7, 2013)

BOARD WORKPLAN 2012-13

Sceptre Annual Financial Results (Annual) - Information
 Fees Context (Annual) – Information
 2013-12 University Budget Background Materials (Annual) - Information

March Board Meeting (March 25, 2013)

Proposed Academic Programs – Approval
 Third Quarter Financial Results – Approval
 External Auditor's Audit Planning Report for the Fiscal Year Ending April 30, 2013 (Annual) – Information
 Ryerson Builds 2012-13- (monthly) Information
 Academic Presentation - Information
 Fees Context – Information
 2013-14 University Budget Background Materials (Annual) - Information
 Sceptre Annual Financial Results (Annual) - Information
 2013 Board Retreat and Evaluation Summary – Information
 Ryerson University Association Alumni Association (RUAA) Update – Information
 Board Election 2013 Report– Information

APRIL 2013

Employee Relations and Pensions Committee (April 16, 2013)

Proposed Assumption Changes, Plan Valuation & Funded Status Projections (Annual)– Approval/ Information (varies each year)
 Annual Governance Pension Report January 1, 2012(Annual)- Information
 Environmental Health & Safety Report (Annual) Review/Acceptance (Legislative Compliance)
 OMERS Quarterly Investment Report (Annual)– Information

Finance Committee (April 18, 2013)

2013-14 University Budget
 Fees- Approval
 Budget Priorities and Expenditures Operating Budget and Consolidated Budget - Approval

April Board Meeting (April 29, 2013)

Fees- Approval
 Budget Priorities and Expenditures 2013-14 Operating Budget and Consolidated Budget (Annual) - Approval
 Proposed Assumption Changes for 2013, Plan Valuation & Funded Status Projections (Annual)- Approval
 Academic Presentation monthly - Information
 Ryerson Builds - Information
 Environmental Health and Safety Report – Review and Acceptance (Legislative Compliance)
 Report, Vice President University Advancement Quarterly Update – Information

MAY 2013

BOARD WORKPLAN 2012-13

Executive Committee (May 27, 2013)

Board and Committee Membership 2013-14 - **Approval**

JUNE 2013

Employee Relations and Pensions Committee (June 12, 2013)

Ryerson Retirement Pension Plan (RRPP) Audited Financial Statements (Annual)- **Approval**

Appointment of External Auditor for the Ryerson Retirement Pension Plan (Annual)- **Approval**

OMERS Investment Fund Presentation-(Annual) **Information**

OMERS Quarterly Investment Report-(Annual) **Information**

Preliminary Valuation of the Ryerson Retirement Pension Plan for January 1, 2013 (Annual)- **Information**

Finance Committee (June 18, 2013)

Possible Program - **Approval**

Audit Committee (Finance Members invited) (June 18, 2013)

Draft Audited Financial Statements – Year Ended April 30, 2013(Annual) - **Approval**

Appointment of External Auditor -(Annual) **Approval**

External Auditor's Fees (Annual) – **Approval**

Executive Compensation (President and VP's) - (Annual)**Approval**

Audit Findings Report – Year Ended April 30, 2013(Annual) - **Information**

Internal Audit Services Executive Summary/Status of Audit March-June 2013 (Tri-annual) - **Information**

Private Session with External Auditor (Tri-annual)– **Information**

Private Session with Chief Internal Auditor (Tri-annual) - **Information**

Private Session of Audit Committee Member (Tri-annual)– **Information**

June Board Meeting and Annual Board Dinner (June 24, 2013)

Proposed Academic Program Approvals - **Approval**

Draft Audited Financial Statements – Year Ended April 30, 2013(Annual) - **Approval**

Appointment of External Auditor - (Annual) **Approval**

External Auditor's Fees (Annual) – **Approval**

Ryerson Retirement Pension Plan (RRPP) Audited Financial Statements (Annual)- **Approval**

Appointment of External Auditor for the Ryerson Retirement Pension Plan (Annual)- **Approval**

Board Committees' Membership and Structure 2013/14 - **Approval**

Compensation Legislation Update - **Information**

Preliminary Valuation of the Ryerson Retirement Pension Plan for January 1, 2013 (Annual) - **Information**

Ryerson Builds 2012-13- **Information**

Executive Compensation Update -(Annual) **Information**

Board and Committee Assessments Distribution -(Annual)- **Information**

Report from VP University Advancement Quarterly Update - **Information**

JULY 2013

BOARD WORKPLAN 2012-13

Executive Committee (July 29, 2013)
Will convene if there is urgent business

AUGUST 2013

Executive Committee (August 26, 2013)
Will convene if there is urgent business



BOARD OF GOVERNORS MEETING

September 24, 2012

AGENDA ITEM: Report from the Provost: Periodic Program Review Report

STRATEGIC OBJECTIVES:

- X Academic
- _____ Student Engagement and Success
- _____ Space Enhancement
- _____ Reputation Enhancement
- _____ Financial Resources Management
- _____ Compliance (e.g. legislatively required)
- _____ Governance

ACTION REQUIRED:

For information only.

SUMMARY:

This report to the Board of Governors summarizes the Periodic Program Review of the following two undergraduate degree programs that were received by and approved by the Senate in 2011 – 2012: Computer Science and Interior Design. These Periodic Program Reviews were undertaken in accordance with Section VII of Senate Policy No. 126, Period Program Review of Undergraduate Programs, and approved by the Senate's Academic Standards Committee.

COMMUNICATIONS STRATEGY:

None required.

PREPARED BY:

Name

Date

APPROVED BY:

Name John Isbister

Date September 17, 2012

Provost – Periodic Program Review Report to the Board of Governors September 2012

2011/2012 Periodic Program Review of Undergraduate Programs

This report to the Board of Governors summarizes the Periodic Program Review of the following two undergraduate degree programs that were received and approved by the Senate in 2011/2012: Computer Science and Interior Design. These reviews were undertaken in accordance with Section VII of Senate Policy No. 126 and approved by the Senate's Academic Standards Committee.

Each department or school is required to respond to the recommendations of a Periodic Program Review, and to submit a report on its progress in one year's time.

Computer Science

Program description

The Computer Science (CS) program offers a 40-course degree with the designation Bachelor of Science (Computer Science), accredited by the Computer Science Accreditation Council. Students become experienced with networked environments, web-based applications, client-server applications, database design, and software engineering. This program is offered in full- and part-time formats. The Department of Computer Science also offers an optional co-op program whereby students may work for 16–20 months, typically for a software company, outside of the University. Year 1 intakes in the full-time program fluctuate between 105 and 154; while part-time intake levels have declined. The total program enrolment (all years, full- and part-time) has averaged 448 over the period 2006/2007 to 2009/2010. The Department currently has 19 tenure-stream/tenured faculty.

Analysis of Strengths and Weaknesses

The BSc (Computer Science) curriculum covers all requisite core areas in computer science and math, while providing students with breadth in other areas. Adaptations are regularly made to cover emerging fields—such as data mining, information retrieval, and extreme programming. Employment demand in computer science is expected to increase by 10 to 20 percent in the coming decade; while employer surveys indicate that Ryerson computer science graduates are job-ready from day one. The Co-op program typically has 100 percent success in placing students at local companies (including IBM, CIBC, and Celestica); and the Digital Media Zone offers an excellent environment for innovative work. Students value the practical focus—all but four of the compulsory courses require lab work—and are proud of their program. Faculty are deemed to be caring and responsible, and are complemented by a dedicated and well-respected technical support team.

Greater flexibility of electives and minors, the identification of streams, and a more targeted math component could give students more choice over program design; while students (e.g. those struggling in math) might also benefit from increases in early support.

Academic Standards Committee Recommendations

- Undertake a full curriculum mapping of the program—in light of the new curriculum framework—and present the analysis in a follow-up report, with an eye to increasing flexibility.
- Act on the Developmental Plan to improve student academic performance—e.g., through early intervention and transition program efforts.
- Provide first-year student support through the First Year and Common Science Office.

- Re-think move toward higher entry level average for admissions, as it may be less effective (re. student performance) than giving student support.
- Establish whether there is a realistic demand for the part-time program; and, if so, discuss strategies to make the program more attractive.
- Seek ways to incorporate faculty research themes into the curriculum, and, to that end, use the expertise of the Science Teaching Chair.
- Continue to encourage graduates to attend Ryerson graduate programs—while also promoting the BSc as a route to graduate studies at any university.

Interior Design

Program description

The School of Interior Design offers a four-year Bachelor of Interior Design, accredited by CIDA, the Council for Interior Design Accreditation. The curriculum exposes students to the technological, aesthetic, ideological, environmental, cultural, and social dimensions of the built environment. The program consists of 42 courses: 31 core, three professional elective, two professionally-related elective, and six liberal studies. The internship program—three modules—is now in its ninth year. Students are also able to take a minor (effectively) from select programs. The curriculum has been mapped to the CIDA matrix of standards and to UDLES (Undergraduate Degree Level Expectations). There has been a 44 percent rise in the number of students since 2001. The School currently has 12 full-time faculty and 16 part-time instructors.

Analysis of Strengths and Weaknesses

Ryerson's Interior Design program complies with all 12 standards required by CIDA, and has kept its curriculum relevant and up-to-date. The School actively pursues outreach opportunities with real clients and a community focus. The majority of courses at the School also have an experiential component, including work/study internship, design studios, creative construction in the workshop, field trips, portfolio creation, laboratories, problem-based learning, and case-study analysis. The School's location in Toronto allows a use of the city's many resources, including local design firms. Faculty members often integrate their SRC activities into advanced interior design studios; the program promotes the studio as a fundamental component of learning where design process is experientially taught. Students pursuing graduate studies have been highly successful in a variety of programs in North America and beyond.

The emphasis on studio projects and professional development—which are key program strengths—could be aligned with a more flexible curriculum that lets students explore allied disciplines and skill sets. Incorporating technology into the program would give students a further professional boost. Students would also benefit from smaller student-teacher ratios and (in some cases) more investment in facilities.

Academic Standards Committee Recommendations

- A full UDLEs analysis of the program—which defines curriculum goals and maps these both to course content and to the UDLEs statements—should be completed and presented in a follow-up report.
- The School should identify sources of any graduate dissatisfaction; then present ideas and strategies in a follow-up report.

**SENATE MEETING DATES
2012-2013**

Tuesday, October 2, 2012

Tuesday, November 6, 2012

Tuesday, December 4, 2012

Tuesday, January 29, 2013

Tuesday, March 5, 2013

Tuesday, April 2, 2013

Tuesday, May 7, 2013

For Agendas and Minutes, please go to www.ryerson.ca/senate/agenda



BOARD OF GOVERNORS MEETING
September 24, 2012

Agenda Item: Academic Appointments

Strategic Objectives:

- _____ Academic
- _____ Student Experience
- _____ Space Enhancement
- _____ Reputation Enhancement
- _____ Financial Resources Management
- _____ Compliance (e.g. legislatively required)
- _____ Governance

ACTION REQUIRED: For Information

SUMMARY: Please find attached curricula vitarum (CV's) for the following academic appointments:

- Dr Patrice Dutil, Interim Chair, Politics and Public Administration, Faculty of Arts, July 1, 2012 - June 30, 2013.
- Dr Randy Boyagoda, Chair, Languages, Literature and Culture (formerly French/Spanish), Faculty of Arts, July 1, 2012 to June 30, 2015
- Dr Jacob Friedman, Chair, Mechanical and Industrial Engineering, Faculty of Engineering and Architectural Science, July 1, 2012 to June 30, 2015
- Professor Colin Ripley, Chair, Architectural Science, Faculty of Engineering and Architectural Science, July 1, 2012 to June 30, 2015
- Dr Janet Lum, Associate Dean, Research and Grad Studies, Faculty of Arts, May 1, 2012 to Jun 30, 2017
- Dr Marcia Moshe, Associate Dean, Undergrad programs and Student Affairs, Faculty of Arts, July 1, 2012 to June 30, 2016
- Dr Liping Fang, Associate Dean, Undergrad Programs and Student Affairs, Faculty of Engineering and Architectural Science, July 1, 2012 to June 30, 2017.

BACKGROUND: In June 26, 2000 the Board of Governors delegated authority to the President for the appointment, reclassification, promotion, suspension, transfer, resignations, terminations and leaves of absence of all employees except Officers. The Board also requested that it receive notice and a brief

CONFIDENTIAL ADVICE TO THE BOARD OF GOVERNORS

curriculum vitae (CV) of appointments of academic administrators at or above the level of chair, and of support staff at or above the level of senior director.

PREPARED BY:

Name Catherine Redmond, Governance Officer

Date September 1, 2012

APPROVED BY:

Name: Julia Shin Doi, General Counsel and Secretary of the Board of Governors

Date: September 1, 2012

Brief BIO Patrice Dutil

Patrice Dutil has been Associate Professor in the Department of Politics and Public Administration at Ryerson University since 2006 (he was recently promoted to the rank of full professor). Before joining the department, he was the Acting Executive Director and Director of Research at the Institute of Public Administration of Canada (www.ipac.ca).

Professor Dutil started his career in the Ministry of Intergovernmental Affairs in the government of Ontario in 1987 as a policy advisor, and then joined TVOntario, the provincial educational broadcaster, where he worked both on corporate policy and in programming in a management capacity. He joined the Institute of Public Administration of Canada as Director of Research in 1999.

Professor Dutil is passionate about Canadian literary matters. In 1991, he founded and edited for five years the monthly *Literary Review of Canada* (www.reviewcanada.ca). It is now celebrating its 20th year of publication. He is currently President of the Champlain Society (www.champlainsociety.ca), a century-old institution that publishes each year documentary materials that describe Canada's past as it was seen by our ancestors. He is the Editor of the IPAC Series in Public Administration and Governance at the University of Toronto Press.

He is also the Vice-President of the Canadian Association of Programs in Public Administration and the national coordinator of the Canadian Association of Former Parliamentarians "Parliament to Campus" program.

Professor Dutil's main research interests are political and public sector leadership, institutionalism, governance, and the policy development process.

In addition to multiple articles published in scholarly journals, magazines and newspapers, he is the author of *Canada 1911: The Decisive Election that Shaped the Country* (with David MacKenzie) (2011) and *The Service State: Rhetoric, Reality and Promise* (with Cosmo Howard, John Langford and Jeffrey Roy) (2010). He is also the editor of *Searching for Leadership: Secretaries to Cabinet in Canada* (2008) and *The Guardian: Perspectives on the Ontario Ministry of Finance* (2011).

He did his BA at York University, his Master's at the Université de Montreal and his Ph.D. at York University. He has been Director of Undergraduate Studies in the department of Politics and Public Administration since 2009.

Dr. Randy Boyagoda – Condensed C.V.

Randy Boyagoda joined the English Department in 2006 as a professor of American Studies. A GTA native, Dr. Boyagoda received his PhD in English from Boston University and spent a year as a postdoctoral fellow at the University of Notre Dame before coming to Ryerson. Dr. Boyagoda has established himself as popular and successful teacher at the undergraduate and graduate levels, and as respected and productive contributor to service at all levels within university, and the profession and the community. He has also developed a national and international profile as a writer and public intellectual. In his six years at Ryerson, Dr. Boyagoda has published three books - a scholarly monograph and two novels that have earned him a Giller Prize nomination and wide critical acclaim - while regularly contributing to a series of important publications and media venues, including the New York Times, Harper's Magazine, the Globe and Mail, and CBC Radio. He's currently at work on a SSHRC-supported biography of a controversial neoconservative American intellectual and he serves as Vice-President of PEN Canada. Dr. Boyagoda and his wife Anna have three daughters and live in Toronto's East End.

Dr. Friedman joined the school of Mechanical Engineering at Ryerson University in 1999. He has taught undergraduate courses in fluid mechanics, combustion and thermal design and has supervised numerous capstone design projects. At the graduate level, Dr. Friedman developed and taught the Advanced Fluid Mechanics course. His research interests are in the areas of fluidized bed heat transfer and combustion, as well as microfluidics and combustion diagnostics.

Dr. Friedman received his B. Eng. from McGill University in 1984. Following nearly ten years of industrial experience as a designer of industrial furnaces and heat transfer equipment, he returned to graduate school, earning his MASc (1992) and PhD (1998) from the University of Waterloo in the areas of combustion and combustion diagnostics.

Dr. Friedman's research work in combustion and heat transfer has continued at Ryerson through funding grants totaling in excess of \$500,000 from programs such as NSERC Discovery and CRD. He has received industrial funding of over \$200,000, and is currently working with WireKoerner GmbH of Germany developing fluidized bed heat treating equipment. He has supervised and co-supervised numerous undergraduate thesis students and graduate students and has authored or co-authored in excess of 45 publications appearing in scholarly journals and conference proceedings.

Dr. Friedman's administrative experience and service to his profession is extensive. He has served on the Department Appointments Committee numerous times, including twice as chair. He has served as chair of the Department Undergraduate Lab Committee for the past five years. At the University level, he is currently serving on the Academic Standards Committee and the Curriculum Renewal Committee. He has served as the Associate Chair of the Department of Mechanical and Industrial Engineering as well as the Mechanical Engineering Program Director since 2007.

Colin Ripley

Colin Ripley joined the Department of Architectural Science in 2003. He has taught both undergraduate and graduate courses at Ryerson, and in 2007 became the founding Graduate Program Director for Ryerson's Master of Architecture. Professor Ripley received his M.Arch. from Princeton University in 1994, following previous education in engineering (B.Eng., McMaster, 1985) and physics (M.Sc., theoretical physics, Toronto, 1986).

Colin Ripley is a licensed architect in Ontario, and a founding partner of the architectural firm RVTR. He has been the recipient of numerous awards for design work. Prior to joining Ryerson, as an associate at the architectural firm Baird Sampson Neuert, he acted as Project Architect on work that received several Canadian Architect awards, a Governor-General's Medal in Architecture, and an American Institute of Architects Honor Award. His work with RVTR has also been the recipient of numerous awards, and in 2009 the firm won the Professional Prix de Rome in Architecture from the Canada Council. The work of RVTR has been published and exhibited widely within Canada and internationally.

Professor Ripley's research interests, broadly stated, involve the use of design research as a methodology for understanding and projecting the relationship between technology and culture within architecture. He has been the recipient of two Research/Creation Grants in Fine Arts from SSHRC (one as principal investigator), first to visualize the future urbanization of the Highway 401 corridor in an age of increased population, increased desire for mobility, and reduced access to fossil fuels, and the second to produce a prototype of a user-responsive adaptive distributed atmospheric control system. In 2007 he edited, with Ryerson professors Marco Polo and Arthur Wigglesworth, *In the Place of Sound*, a book of edited essays on the nature of the relationship between sound and space. Currently, he is working with Professor Polo on the development of an exhibition about the Centennial Projects, which will open at the Confederation Centre of the Arts in Charlottetown in 2014.

Approved
[Signature]

Janet Lum is Professor in the Department of Politics and Public Administration. She is PI on grants worth \$1,208,267 (external grant total: \$1,105,467; internal grant total: \$102,800). As Co-Investigator, she has been an active member on a number of multi-year, multi-university projects with \$5,021,560 of external funding support. In addition to grants from traditional funders (SSHRC, CIHR), she has also successfully received support from community funders including the Joint Centre of Excellence for Research in Immigration and Settlement (in 2000 and 2009) to explore the social, health and housing experience of immigrants; the Toronto Community Housing Corporation, to advance an aging at home strategy (in 2005; 2009; 2010); and, the United Way of Greater Toronto (in 2003-2005) which led to her much cited study on supportive housing for older people, "When Home is Community."

Consistent with Ryerson's distinctive research mandate, Dr. Lum's research agenda is community-oriented, innovative, collaborative, multi-disciplinary and relies on strong external partnerships and heavy student involvement. Her book chapters and publications in journals such as *Canadian Public Administration*, *Healthcare Quarterly*, *HealthcarePapers*, *Hospital Quarterly* focus on key issues in health, community care, supportive housing, and the aging experiences of diverse populations as well as the public policies and processes that facilitate applicable, evidence-based outcomes.

Currently, Janet is PI of the **Canadian Research Network for Care in the Community** (www.crncc.ca), a national and international network of over 500 academic and community researchers, students, community organizations, professional providers, consumers, and policy analysts. The network makes evidence about the crucial role of home and community care within the broader continuum of health and social care available to community agencies, policy planners, political decision makers, and administrators. The CRNCC is supported by SSHRC, Ryerson University and diverse community organizations.

Her other ongoing research as Co-investigator include a SSHRC funded project on *Policy Work in the Provinces: The 'Production' of Policy Analysis in Canada's Public Services* and a CIHR funded project on *Approaches to Accountability in Health*.

For the last seven years she has co-directed (with John Shields) the Master of Arts program in Public Policy and Administration, steering it through the extensive review process specified by the Ontario Council on Graduate Studies in 2007 and through a rigorous accreditation process in 2008. As a result, Ryerson is the first graduate program in public policy to achieve the external Canadian Association of Programs in Public Administration Accreditation (CAPPA). It now stands as one of the most successful graduate programs at Ryerson University and one of the most highly regarded graduate public policy programs in Ontario and Canada.

Janet has also added Ryerson's voice to the community of researchers as a Committee adjudicator for SSHRC Standard Grant applications from universities across Canada for political science and public administration for 3 years. She continues to serve as an external grant reviewer for SSHRC proposals. As a member of the Arts SRC committee, she has reviewed the Faculty of Arts internal grant applications since 2006.

Dr. Moshé has extensive experience in academic administration, undergraduate programming, and innovative curriculum development and design. She has held undergraduate program director positions since 1996 and has been the Associate Dean of Arts, Undergraduate Programs and Student Affairs, since 2007. In these positions, Dr. Moshé has had a leadership role in Arts' unprecedented growth in undergraduate programming. As Program Coordinator for the School of Criminal Justice from 1999-2006, Dr. Moshé was a leader in the development and successful launch of the full-time Criminal Justice BA program and the Criminal Justice Minor. She was also successful in establishing Criminal Justice as the tenth independent department in the Faculty of Arts. As Director of the Social Science Programs from 2005-2007 and as Arts Associate Dean, Dr. Moshé had a lead role in the highly successful launch and implementation of the social science programs in Criminal Justice, Politics and Governance, Psychology, Sociology and Undeclared Arts. She was one of the principal developers of the social science programs' two-year common curriculum, which set the standard for programs that offer choice and transferability. The social science programs are now among the programs with the highest applicant pool in the University, attracting large numbers of high-quality students. Dr. Moshé also had a leadership role in the development and recent launch of the one-year common Arts foundation, which is currently shared by nine undergraduate programs. The one-year common Arts foundation advances the University's strategic priorities for undergraduate programming and is a model of curriculum innovation. It maximizes student choice (in courses, Minors, and program options), enables students to transfer seamlessly from one Arts program to another, and allows for the development of intra- and inter-Faculty combined majors. As Associate Dean, Dr. Moshé has been an invaluable resource to Arts Chairs and Directors in the design and development of new BA programs, Minors, and Chang School certificates.

As Arts Associate Dean, Dr. Moshé provided leadership in the development and implementation of innovative strategies to enhance student engagement and success. She established the Faculty of Arts Student Experience Centre, which comprises a multi-disciplinary team of professionals who provide a wide range of services and programs that help Arts undergraduate students achieve their academic, career, and personal goals. Under Dr. Moshé's leadership and strategic direction, the Arts Student Experience Centre has spearheaded innovative initiatives that have provided hundreds of Arts undergraduate students with meaningful curricular and co-curricular community-engaged learning experiences; advanced experiential learning opportunities for students by developing key partnerships within Ryerson and the broader community; promoted student engagement and leadership development by fostering and supporting dozens of student-led extra-curricular projects and activities; and addressed students' academic, career-related and personal needs through innovative programming and services.

In addition to her significant contributions to the growth of undergraduate programming in the Faculty of Arts, Dr. Moshé has a long record of outstanding service to the Faculty and University. She is currently a member of a number of university-wide committees, including the Liberal Studies Committee, the University Success Committee, and the CE ESL Program Development Steering Committee, and she chairs the Faculty of Arts Reinstatement Committee.

Dr. Moshé is a Professor in the Department of Psychology and holds a Ph.D. in Psychology (Developmental) from York University. She was a sessional instructor at Ryerson from 1983 to 1988, and was appointed to the tenure-stream in 1988.

SHORT BIOGRAPHY

Dr. Liping Fang joined the Department of Mechanical Engineering at Ryerson University as an Assistant Professor in 1993, and was promoted to the rank of Associate Professor and Professor in 1998 and 2002, respectively. Since joining Ryerson, Dr. Fang has offered a large number of undergraduate courses in industrial engineering and developed and taught two graduate courses. Moreover, he has supervised numerous undergraduate students for their capstone design projects as well as many Master's and PhD students.

Dr. Fang received the BEng degree in Electrical Engineering from Tianjin University, China, in 1982, and the MASc and PhD degrees in Systems Design Engineering from the University of Waterloo in 1985 and 1989, respectively. He has developed and maintained a highly active and on-going research program. His research has been supported by both government agencies, including NSERC Discovery (Research) grants since 1994, and private industry. His publication record includes two books, one edited book, 47 refereed journal papers, three encyclopedia articles, two yearbook articles, and 72 refereed conference papers. One of his papers was awarded a Best Paper Award at a conference in 2009. He received the 2008 Ryerson-Sarwan Sahota Distinguished Scholar Award from Ryerson University; and the 2006 Research Excellence Award from the Faculty of Engineering, Architecture and Science, Ryerson University.

Dr. Fang's extensive administrative experience at Ryerson University includes serving as: Chair of the Department of Mechanical and Industrial Engineering (July 2004 to June 2012); Associate Chair (July 2002 to June 2004); Director of the Industrial Engineering Program (September 1998 to December 2000 and July 2001 to June 2003); a member of the Department Appointments Committee (1998 to 2000 and 2001 to 2012), which recruited more than 27 faculty members in Mechanical, Aerospace, and Industrial Engineering; a member of the Ryerson Board of Governors (2007 to 2009) and Senate (2010 to 2012); and a member of many committees at the departmental, faculty, and university levels. For many years, he has been deeply involved in the development of programs at the undergraduate, Master's and PhD levels.

External to Ryerson, Dr. Fang has been highly active in serving various professional communities. In particular, he has served as an Associate Editor or Member of the Editorial Board of four international journals. Moreover, he served as Conference General Chair, Program Co-Chair, and Finance Chair of major international conferences. He has organized many special sessions for international conferences. He was a recipient of the Most Active SMC Technical Committee Award from the IEEE Systems, Man, and Cybernetics (SMC) Society in 2007. He is a registered Professional Engineer in Ontario as well as Fellow of the Engineering Institute of Canada (EIC) and Canadian Society for Mechanical Engineering (CSME).

RYERSON UNIVERSITY COMMON ABBREVIATIONS

A

ADM	Assistant Deputy Minister
APG	Academic Planning Group
AUCC	Association of Universities and Colleges of Canada

B

BIP	Budget Incentive Program (Carry forward)
BIU	Basic Income Unit

C

CAUT	Canadian Association of University Teachers
CAUBO	Canadian Association of University Business Officers
CCOU	Council of Chairs of Ontario Universities
CESAR	Continuing Education Student Association of Ryerson
CFI	Canada Foundation for Innovation
CFS	Canadian Federation of Students
CFS-O	Canadian Federation of Students - Ontario
CHERD	Centre for Higher Education Research and Development
CHST	Canada Health and Social Transfer
CIAR	Canadian Institute for Advanced Research
CIHR	Canadian Institute of Health Research
COU	Council of Ontario Universities
CRA	Canada Revenue Agency
CSRDE	Consortium for Student Retention Data Exchange
CUDO	Common University Data Ontario
CUPE	Canadian Union of Public Employees
CURIE	Canadian Universities Reciprocal Insurance Exchange
CUSC	Canadian Undergraduate Survey Consortium

D

DM	Deputy Minister
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E

EHS	Environmental Health and Safety
ERPC	Employee Relations and Pensions Committee
ESL	English as a Second Language

F

FCAD	Faculty of Communication and Design
FCP	Federal Contractors Program
FFTE	Fiscal Full-Time Equivalent
FIPPA	Freedom of Information and Protection of Privacy Act
FSCO	Financial Services Commission of Ontario
FT	Full-Time
FTE	Full-Time Equivalent

G

GA	Graduate Assistant
GAAP	Generally Accepted Accounting Principles
GPSS	Graduate and Professional Student Survey

H

HEQCO	Higher Education Quality Council of Ontario
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L

LGIC	Lieutenant-Governor-in-Council
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M

MTCU	Ministry of Training, Colleges and Universities
MYA	Multi-Year Agreement

N

NASM	Net Assignable Square Metres
NAUBCS	National Association of University Board Chairs and Secretaries
NGO	Non-Governmental Organization
NRC	National Research Council of Canada
NSERC	Natural Sciences and Engineering Research Council of Canada
NSSE	National Survey of Student Engagement

O

OAC	Ontario Academic Credit
OCAD	Ontario College of Art & Design
OCAV	Ontario Council of Academic Vice-Presidents
OCGS	Ontario Council of Graduate Studies
OCUFA	Ontario Confederation of University Faculty Associations
OPSEU	Ontario Public Sector Employees Union
ORS	Office of Research Services
OSAP	Ontario Student Assistance Program
OSSD	Ontario Secondary School Diploma
OTO	One Time Only
OUAC	Ontario Universities' Application Centre

P

PSE	Post-Secondary Education
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PT Part-Time

R

RA Research Assistant
RFA Ryerson Faculty Association
RRPP Registered Retirement Pension Plan
RSU Ryerson Student Union
RTA School of Radio and Television Arts
RU Ryerson University
RUAA Ryerson University Alumni Association

S

SRC Scholarly, Research and Creative Activities
SSHRC Social Sciences and Humanities Research Council of Canada

T

TA Teaching Assistant
TESP Total Earnings Supplemental Plan

U

UA University Advancement
UOIT University of Ontario Institute of Technology

V

VPRI Vice-President, Research and Innovation

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Message from the President

I hope that summer vacations are plainly visible on your calendar, if not yet started.

I was very pleased to attend several special convocations across the country this month and continue to speak with Boards of Governors and senior leadership teams about the challenges facing higher education in Canada.

This president's letter provides updates on our pre-budget advocacy priorities; seeks your participation in our Day on the Hill (October 23) and invites your institutions to hold events during our Open Doors, Open Knowledge week (November 9-18). These activities strengthen our messages to government and reinforce the value of universities.

The passage of the Budget bill and the completion of Bill C-11, the *Copyright Modernization Act*, through the House, are two legislative milestones reflecting the government's determination to exercise its majority to advance policy goals.

We have recently provided updated Q&As to all members with regard to the Access Copyright model license, as institutions conduct their own due diligence and make decisions. Please keep us informed of your decisions in this regard.

Many members have expressed concern about Sean Riley's recovery. I have spoken with interim president Mary McGillivray and she thanks all those who have written or called. The university provided an update which can be found [here](#).

With best wishes for the summer ahead.

Advocacy update

The House of Commons Finance Committee has now announced its new procedure for conducting its 2013 pre-budget consultations. The committee has created a web portal with five specific questions, whose answers cannot exceed 350 words. The questions are broad and focus on areas such as economic growth, job creation, demographic change and productivity.

You can register your institution's response to the questions [here](#). The deadline for submitting a response is August 3, 2012.

These questions lend themselves well to the 2013 pre-budget advocacy agenda that was endorsed by the Board on June 20. The priorities are research, international education and Aboriginal education. With regard to research, the 2013 advocacy agenda aims to protect and enhance core funding of the research granting councils, including indirect costs of research; invest in international research collaboration at scale; encourage and develop a greater number of opportunities for academic-private sector partnerships; and seek more funding for graduate student internships in a broad range of disciplines.

International education will be an important focus of AUCC's pre-budget advocacy agenda. The international education strategy panel, chaired by Amit Chamkma (Western University), has completed its report, and it is now in the hands of Finance Minister Jim Flaherty and International Trade Minister Ed Fast. The report is anticipated to be bold and ambitious. We expect it to be released in August or September. Our advocacy will build on that report's vision, as well as the momentum from our missions to Brazil and India. We will urge the government to adopt initiatives to enhance Canada's marketing and branding efforts to attract international students to our institutions and create mechanisms to support study abroad for Canadian students.

The final measure that comprises AUCC's advocacy priorities is Aboriginal university education. This is a follow-up to the federal government's 2012 investments in Aboriginal K-12 education. Measures should include university "reach-back" mechanisms, mentoring programs, and student services and support programs.

The Board recognized the importance for AUCC to remain nimble in the face of possibly the worsening global economic conditions that may affect Canada's own economic performance. This could lead the federal government to seek timely fiscal stimulus measures. AUCC will to be ready to advocate for an infrastructure program if the circumstances warrant.

A draft AUCC response to the questions posed by the finance committee will be circulated to you and your government relations officers in July. The draft can assist your institution in aligning your submission. I also ask that you share your institution's submission with Greg Fergus, director of public affairs at gfergus@aucc.ca.

As parliamentarians return to Ottawa in September for the fall session, AUCC will expand upon its formal pre-budget submission by sending a more substantial advocacy document to all members of parliament and senators. This will be followed by a detailed pre-budget submission that will be sent directly to the Minister of Finance in late November.

These documents will be supplemented by an ongoing member engagement campaign with senior civil servants and Parliamentarians. These activities will include informal dinners between executive heads and the government members of selected parliamentary committees, such as finance, international trade, industry and Aboriginal affairs, as well as with the heads of the research granting councils and the Canada Foundation for Innovation and the Conservative postsecondary caucus; and well as our Open Doors, Open Knowledge 201 campaign. (see separate item on page 3.)

Reminder: AUCC's Advocacy Day on the Hill

AUCC is organizing a Day on the Hill, Tuesday, October 23, 2012. This directly precedes our fall membership and Board meetings which will take place Wednesday, October 24 (membership) and Thursday, October 25 (Board) in Ottawa. This will be an important opportunity for members to engage in fall advocacy efforts with Parliamentarians.

Under the theme of “Putting Ideas to Work”, we will arrange meetings and events that highlight universities' contribution to jobs, growth, and prosperity in Canada. Activities will kick off with a late afternoon briefing and opening reception on Monday, October 22. The next day will feature a “Big Thinking” breakfast, political meetings, lunch with the Conservative postsecondary education caucus and an evening reception on “innovation partnerships”.

Please advise Aisha Dioury, government relations officer, at adioury@aucc.ca or ext. 293 if you are planning to participate, and if you are bringing a private sector champion, by Friday, June 29.

Open Doors, Open Knowledge 2012

Following last year's successful events at 64 participating member institutions, work is under way to organize Open Doors, Open Knowledge 2012 from November 9-18. This year's theme, “Putting Ideas to Work”, will sustain momentum from AUCC's Advocacy Day on the Hill. The purpose is to demonstrate to parliamentarians and senior government officials the value of partnerships and close connections among university students, faculty and researchers and the private and not-for-profit sectors and local communities.

The strategic value of last year's events to AUCC's advocacy efforts with the federal government was significant. Your continuing support for Open Doors, Open Knowledge 2012 will advance our advocacy leading to the 2013 budget. On June 14, AUCC issued a call for member institutions' participation through your directors of communications and government relations officers. Several have already indicated your institution's intent to participate. I would ask that you signal to your staff the strategic importance of engaging in this collective cross-Canada effort.

Throughout the summer months, AUCC will support the organizational teams at member institutions with a series of tools to assist the planning process. I will keep members updated on progress and next steps.

Campus-community collaboration a major theme at Congress

To kick off the “Big Thinking” series -- sponsored by AUCC -- at this year’s Congress in Kitchener-Waterloo, I joined the new head of the United Way of Canada, Jacline Abray-Nyman, in an armchair discussion on strengthening campus-community collaboration. Our May 26 session followed the opening keynote by the Governor General of Canada, The Right Honourable David Johnston, on re-imagining scholarship and democratizing knowledge. Interested members can access a webcast of the speech and panel discussion [here](#).

Campus-community collaboration was a predominant theme throughout Congress. Among other sessions that week, the Canada Foundation for Innovation sponsored a dialogue with senior university administrators on addressing institutional barriers to greater engagement with their local communities.

The Governor General also hosted a May 26 roundtable of senior leaders from the charitable and higher education sectors, as well as the Social Sciences and Humanities Research Council, to discuss what action can be taken to deepen campus-community engagement. His Excellency has taken a keen interest in this issue, given the potential to advance his call for a smart and caring nation where Canada’s best minds are focused on our country’s most pressing social problems. The roundtable built on several recent stakeholder discussions convened by SSHRC and the United Way. AUCC has been an active participant, given our new narrative commitment to enhance partnerships with local communities.

In the coming months, AUCC will convene a small group of presidents with a strong interest in community engagement to build on the dialogue among members at the Guelph meeting and to lead up to our April 2013 meeting in Calgary where enhanced partnerships with communities will be a key theme.

For more information on AUCC’s work in this area, please contact Pari Johnston, director, member relations at pjohnsto@aucc.ca or ext. 253.

AUCC hosts successful international meetings

International liaison officers from 55 universities gathered in Ottawa in early June to attend AUCC's annual international meetings. The ILO day was an in-depth opportunity for this group to learn more about AUCC's "new narrative" and the five commitments to Canadians articulated during the AUCC membership meetings last fall. Participants reflected on how these commitments relate to the international efforts currently underway on Canadian campuses, and strategized on approaches to further integrate the commitments into institutions' internationalization efforts.

AUCC also held a national symposium -- funded by the International Development Research Centre -- on new models of North-South partnerships. Participants included a wide range of ILOs and

researchers from Canada as well as partners from a range of countries in the global South. IDRC President David Malone set the tone with a challenge to Canadian universities to think differently in their work with Southern partners and be innovative in selection of partners. John Gaventa, director of the Coady International Institute at St. Francis Xavier University and a renowned innovator in international development, alongside Bettina Von Lieres, a long-time collaborator from South Africa, discussed a more collaborative approach to North-South partnerships through enhanced citizen engagement.

Panel sessions and small group discussions identified challenges and good practices in creating partnerships in a changing global context in Africa, Latin America and Asia. Outcomes of the symposium and related case-study research will be included in a report to be released this fall.

Highlights from commercialization workshops with U.S. partners

Almost 100 research administrators from 45 universities took part in a series of workshops across the country aimed at improving commercialization and technology transfer. The AUCC-United States embassy commercialization workshop series took place at the University of Calgary (June 11), University of Waterloo (June 13) and the Université de Montreal (June 15). University vice-presidents research were invited to attend or send delegates. The workshops drew participants from six provinces. The initiative was a follow up to the conference "Enhancing the Innovation Ecosystem" co-hosted by Canada 2020 and the U.S embassy in November 2011.

The goal was to provide a forum for networking and information exchange between experts in commercialization from American and Canadian universities. Focusing on commercialization structures, support for start-ups, faculty engagement, and industry-sponsored research, the workshops explored commonalities, differences, and promising practices from both sides of the border. A number of key themes emerged:

- The importance of institutional autonomy
 - The U.S. participants each had taken different paths to achieve their success. Autonomy in developing structures, policies and approaches that worked at each institution was seen as a vital success factor by both U.S. and Canadian participants.
- The role of engaged faculty
 - Each of the U.S. speakers argued that creating an institutional culture where commercialization is seen by faculty as a scholarly way of making research useful and impactful was the pivotal element of success.
- Students as the catalysts for change
 - Engaging graduate students in commercialization was key to changing the academic culture and driving company creation and industrial partnership. The U.S. speakers argued that engaging graduate students in commercialization should be seen by faculty as a key educational responsibility, as most graduate students will not end up in the academy. Instead, they will work in the commercial sector in both start-ups and established companies, and are often key players in establishing sponsored research partnerships with their alma maters.

The workshops featured presentations from Chris Noble, technology licensing officer at the Massachusetts Institute of Technology; Frederic Farina, chief innovation officer and executive director at the California Institute of Technology; Hannah Dvorak-Carbone, assistant director of the office of technology transfer at the California Institute of Technology; Jack Brittain, Pierre Lassonde presidential chair in entrepreneurship and vice-president for technology venture development at the University of Utah; and, Glen Prestwich, presidential professor in medicinal chemistry and special presidential assistant for faculty entrepreneurship, University of Utah.

A summary report and copies of the speakers' presentations will be made available in the coming weeks. For more information, please contact Garrett Finegan, policy officer at gfinegan@aucc.ca or ext. 220.

New data reinforces value of degree

The most recent release of labour force data from Statistics Canada reveals that -- contrary to some media reports -- jobs for university graduates are growing.

The new data demonstrates that in May 2008 there were some 4.1 million jobs for university graduates in Canada. By May 2010 this number had grown to almost 4.4 million and in May 2012, the number of jobs for university graduates had surpassed 4.7 million. This represents an increase of 15 percent or 600,000 net new jobs in 2012 compared to 2008. More than 500,000 are full-time positions.

Throughout the recession, overall employment levels, especially full-time employment, continued to grow. But jobs for university graduates are growing even more rapidly.

Employment for people with college and trade certificates and diplomas remained essentially flat between May 2008 and May 2010 and then grew by approximately 300,000 jobs between May 2010 and May 2012. This represents a five percent increase in jobs for college or trades graduates between May 2008 and May 2012, including 180,000 full-time jobs.

There were 480,000 *fewer* jobs in May 2012 compared to May 2008 for those who had not completed any postsecondary education.

Please click [here](#) to access the full report from Statistics Canada.

OECD highlights need to boost productivity growth in Canada

The Organization for Economic Co-operation and Development (OECD) released its [*Economic Survey of Canada*](#) earlier this month. The report addresses the state of the economy and Canada's innovation systems, while a second chapter is on higher education.

Much of the information contained in the report echoes previous views on the state of the economy and innovation in Canada -- most recently in the report of the Independent Panel on Federal Support to Research and Development (the Jenkins Report) and earlier by groups such as the

Council of Canadian Academies, Institute of Competitiveness and the Bank of Canada. The OECD once again highlights that, while Canada's academic research is world class, business R&D is low, and the key long-term challenge will be to boost productivity growth.

The report also highlights the benefits of higher education. It is generally very positive on Canada's achievements in postsecondary education, but makes a number of recommendations for improvement. These include enhancing access to postsecondary education for disadvantaged groups by increasing targeted need-based financial assistance; allowing a greater share of immigrants to enter through the tertiary education system as foreign students; and implementing policies to encourage more differentiation among higher education institutions.

New Indian rules for dual degrees with foreign universities

Recent [news coverage](#) reports that India's University Grants Commission intends to impose new regulations under which foreign universities can offer dual degrees or twinning programs with Indian universities. The proposed regulations state that only the top 500 globally ranked institutions, as measured by rankings from *Times Higher Education Supplement* and Shanghai Jiao Tong University, can offer such programming with an Indian university. The new regulations will cover existing partnerships, with the partners given six months to meet the new eligibility criteria.

We understand from the Canadian High Commission in Delhi that this regulation is not yet an official policy, and is still very much open for debate. AUCC is working in consultation with the High Commission to raise concerns and to propose a more workable solution to ensure that all of AUCC's members retain eligibility to collaborate with Indian institutions in joint academic program development and delivery.

I will provide more information as it becomes available.

For further details, please contact Rachel Lindsey, senior policy analyst, international relations at rlindsey@aucc.ca or ext. 249.

Improved website for AUCC members

AUCC has revamped its members-only web portal to be more visually appealing, accessible and user-friendly. Designed as a secure site for university presidents, the portal features information on upcoming AUCC events and resources from past AUCC leadership development workshops and membership meetings. Our latest feature is the new toolkit on campus mental health which was shared with members in mid-June. We have also posted new resources to support members in leading campus discussions on academic freedom and AUCC's statement.

We will be adding more features by September, including on-line event registration and enhanced password protection. We will follow up with your offices with more information.

To access the AUCC portal for members, please click [here](#).

Upcoming conference on academic freedom

Wilfrid Laurier University and University of Waterloo will host a conference on “perspectives on academic freedom” Thursday, September 6, 2012 in Waterloo, Ontario. AUCC is a partner for this event, which will feature high-profile speakers from the academy, government and the media. The dialogue will focus on academic freedom and integrity, including the governance of private sector partnerships in today’s higher education institutions.

For more information, please contact carnold@wlu.ca or click [here](#).

Save the date

Mark your calendars for these upcoming AUCC events:

Monday evening, October 22 and Tuesday October 23, 2012, Ottawa, Ontario: AUCC members’ advocacy day on Parliament Hill

Wednesday, October 24 and Thursday, October 25, 2012, Ottawa, Ontario: AUCC membership and Board meetings

Monday, December 3 and Tuesday, December 4, 2012, Winnipeg, Manitoba: AUCC workshop on “strategic leadership of university senate”



BOARD OF GOVERNORS MEETING

September 24, 2012

AGENDA ITEM: Appointment of Chancellor

STRATEGIC OBJECTIVES:

- ☐ Academic
- ☐ Student Engagement and Success
- ☐ Space Enhancement
- ☐ Reputation Enhancement
- ☐ Financial Resources Management
- ☐ Compliance (e.g. legislatively required)
- ☒ Governance

ACTION REQUIRED: Approval

SUMMARY:

Chancellor Raymond Chang, who was appointed in 2006, is completing his second three-year term. The Chancellor Search Committee recommends a certain individual to be appointed as the next Chancellor as of October 19, 2012, for a three year term and until a successor is appointed.

BACKGROUND:

The Chancellor is the ceremonial head of the university, presiding at convocation, *serving ex officio* on the Board of Governors, and advancing the university as its ambassador. Pursuant to the *Ryerson University Act*, subsection 13.1(3), the Chancellor shall be appointed by the Board on the recommendation of a committee.

A Chancellor Search Committee was struck in January, 2012 for Ryerson University's next Chancellor. The Committee composed of the following members:

President Sheldon Levy (Chair), Chief Librarian Madeleine Lefebvre (Senate), Michele Maheux (Board), Bob Richards (Board), Anver Saloojee (Senate), Sherif El-Tawil (Senate), Phyllis Yaffe (Board), with support from Vice-President Adam Kahan, Board Secretary Julia Shin Doi and Governance Officer Catherine Redmond.

The Committee received approximately fifty (50) nominations. The Committee selected an eminent individual who is well-respected in the community, has an excellent record of

achievement, has a strong record of public service, is committed to the role of Chancellor and embodies the university vision.

COMMUNICATIONS STRATEGY:

Vice-President Adam Kahan will lead the communications about the new Chancellor.

PREPARED BY:

Julia Shin Doi, General Counsel and Secretary of the Board of Governors
September 20, 2012

DRAFT RESOLUTION

RE: APPOINTMENT OF CHANCELLOR

BE IT AND IT IS HEREBY RESOLVED:

THAT _____ be appointed Chancellor as of October 19, 2012; and

THAT pursuant to the *Ryerson University Act – Subsection 13.1 (4)*,
_____ be appointed for a term of three years and until a successor is
appointed.

September 24, 2012