

BOARD OF GOVERNORS
Monday, November 24, 2014
 Jorgenson Hall – JOR 1410
 380 Victoria Street
5:00 p.m. to 7:00 p.m.

AGENDA

TIME	ITEM	PRESENTER	ACTION	
5:00	1. IN-CAMERA DISCUSSION (Board Members Only)			
5:15	2. IN-CAMERA DISCUSSION (Senior Management Invited)			
	END OF IN-CAMERA SESSION			
5:50	3. INTRODUCTION			
	3.1 Chair's Remarks	Janice Fukakusa	Information	
	3.2 Approval of the November 24, 2014 Agenda	Janice Fukakusa	Approval	
5:55	4. REPORT FROM THE PRESIDENT	Sheldon Levy	Information	95-102
6:05	5. REPORT FROM THE SECRETARY	Julia Shin Doi	Information	103
6:10	6. REPORT FROM THE PROVOST AND VICE PRESIDENT ACADEMIC	Mohamed Lachemi	Information	104-108
	New Initiatives			109-112
6:15	7. REPORT FROM THE VICE PRESIDENT RESEARCH AND INNOVATION	Wendy Cukier	Information	113-129
6:30	8. REPORT FROM THE VICE PRESIDENT ADMINISTRATION AND FINANCE			
	People First Presentation	Julia Hanigsberg Christina Sass-Kortsak	Information	130-146
	9. DISCUSSION ITEMS			

9.1 **CONSENT AGENDA**

- | | | | | |
|-----|---|-----------------|-----------------|----------------|
| (a) | Approval of the September 29, 2014 Minutes | Janice Fukakusa | Approval | 147-151 |
| (b) | First and Second Quarter Financial Statements | Mitch Frazer | Approval | 152-159 |
| (c) | Appointment of the Interim Vice President
Administration and Finance | Sheldon Levy | Approval | 160-163 |

10. OTHER BUSINESS

11. FOR INFORMATION

- | | | | | |
|------|--------------------------------|--|--|----------------|
| 11.1 | Ryerson Achievement Report | | | 164-172 |
| 11.2 | First Year Student Survey 2013 | | | 173-187 |

7:00 12. TERMINATION Janice Fukakusa

13. NEXT MEETING OF THE BOARD- January 26, 2015

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.”

Ryerson University
President's Update to the Board of Governors
November 24, 2014



Everyone Makes a Mark

Farewell – On October 1st, Holland Bloorview Kids Rehabilitation Hospital announced the appointment of Ryerson Vice-President Administration and Finance Julia Hanigsberg as its next President effective January 2015. It is a great choice by Canada's largest pediatric rehabilitation hospital and world-class teaching hospital and, although we will miss her at Ryerson, the impact of her leadership will continue to advancing innovative research, education and community care. Over her eight years at Ryerson, Julia's contributions have included signature achievements in governance, capital development, sustainability and service, and a dynamic People First culture of inclusion, engagement and celebration. We offer our deepest thanks and all the very best. Janice Winton has been appointed Interim Vice-President, Administration and Finance effective December 1, 2014 and will maintain her role as CFO pending a search for a successor.

Board Engagement – Special thanks to our Board members uniquely inspiring our students:

- Chancellor Lawrence Bloomberg was interviewed by writer/editor John Stackhouse for an audience of TRSM students on his philosophy of success and the importance of giving back;
- Harry Rosen, attending classes at Ryerson, is featured in the documentary "Grey Ambition" produced by Brandy Yanchyk, airing on Rogers OmniTV and CBC's Documentary Channel;
- Former Board Chair Phyllis Yaffe was instrumental in the Slight Family Foundation gift.

Allan Slight Radio Institute – On October 30th Gary Slight, president of The Slight Family Foundation, announced a \$3 million gift honouring his father, broadcasting pioneer and former President and CEO of Standard Broadcasting Corporation, Allan Slight, for a state-of-the-art broadcast and teaching facility in the RTA School of Media, as well as student awards, support for student productions, and experience working at Spirit Live, Ryerson's digital radio station.

30th Anniversary Vari Foundation – On October 7th it was an honour to join colleagues Mamdouh Shoukri, President of York University, and Paul Gooch, President of Victoria University in the University of Toronto, as well as civic leaders, Vari scholars and special guest speakers The Hon. Elizabeth Dowdeswell, Lieutenant Governor of Ontario, and Mrs. Laureen Harper, in recognizing the contributions of benefactors Helen and George Vari. Special thanks to the Ryerson team led by Rivi Frankle for our part in this wonderful occasion.

Support for Social Innovation – On November 10th The J. W. McConnell Family Foundation announced a donation of \$500,000 to Ryerson for research, student-based activities and seed funding towards social enterprises as part of its multi-year \$10 million RECODE initiative. In the initial phase 14 colleges and universities across Canada received grants to encourage students to become social entrepreneurs, as well as membership in the RECODE National Network, offering opportunities to participate in working groups, gatherings and national challenges.

Mayor-elect John Tory opens Ryerson City Building Institute – On November 10th Ryerson launched a new multidisciplinary institute housed in the Faculty of Community Services, that will address urban issues on a local, national, and global scale. Co-chaired by distinguished visiting scholar Anne Golden and David Amborski, Director of the Ryerson Centre for Urban

Research and Land Development, with executive board members School of Urban and Regional Planning Director Christopher De Sousa, FCS Dean Usha George, and urban design consultant Ken Greenberg, the institute will focus on teaching, cutting-edge research, sharing new insights and best practices, and improving public policy literacy guided by 5 themes: integrated land use and social/physical infrastructure investment; inclusive and complete communities through economic, social, and design strategies; new options for universal mobility, including green corridors and active transportation; climate change mitigation/adaptation through urban design and environmental planning; and financial instruments advancing city-building goals.

Calgary Mayor Naheed Nenshi delivers Jack Layton Memorial Lecture – On October 22nd Ryerson welcomed Calgary Mayor Naheed Nenshi whose lecture entitled “Canada’s Cities: Canada’s Future” consciously spent little time on topical issues that dominate city-building talks, and instead focused on the true meaning of the word “community.” The principles and lessons were offered in an eloquent and moving description of the mutual support among Calgarians in response to the flood waters that inundated the city’s core, reinforcing Nenshi’s core political philosophy: that adversity brings out the best in us, and people want to do the right thing. Mostly, Nenshi said, the job of civic leaders “is to make the community better every single day. How do we take that power – everyday people using their everyday hands to do extraordinary things – and apply it to homelessness, poverty, public transit, environmental degradation, economic prosperity. Our job, political leaders as well as citizens, is to use the power we have together.”

Who Builds the City? – On November 7-8th Ryerson hosted a free public event exploring how partnerships among architectural institutions – publishers, museums, schools and government – can partner to play a more effective role in the construction of urban environments. Led by the Department of Architectural Science and co-organized with Brendan Cormier, Curator of 20th and 21st Century Design at the Victoria and Albert Museum in Amsterdam, The Netherlands, the symposium featured panel discussions engaging professional colleagues from a local and international breadth of publications, universities, cultural and government positions – including the University of Nottingham, TU Eindhoven in The Netherlands, Universiteit van Amsterdam, Columbia University, Princeton University, University of Toronto, Rotterdam, New York, Brussels – looking at ways to create a more robust network of information exchange and idea generation, more opportunities for innovative and critical practice, and direct involvement in the physical construction of the city and the evolution of development policy. While the symposium invited speakers from around the world, the backdrop was Toronto, with a focus on how institutions can help foster a stronger approach to developing Canada’s largest city.

#1 Research Ranking – Ryerson has been named Top Undergraduate Research University of the Year in the annual Infosource ranking of Canada’s Top 50 Research Universities. Other category leaders are the University of Toronto (Medical/Doctoral) and University of Waterloo (Comprehensive). Ryerson also ranked 10th across Canada in research growth, with a 12.9 per cent gain from 2012 to 2013 compared to a 1.1 per cent gain among the other universities on the Top 50 list. Even more dramatic growth is expected this year, with the most recent Council of Ontario Finance Officers (COFO) data showing a Ryerson increase of 26 per cent, achieving \$40.7 million in total sponsored research income. These results reflect the concerted efforts, initiative and research distinction of our faculty, Deans and partners, and tremendous support from the Office of the Vice President Research and Innovation led by Dr. Wendy Cukier. Congratulations and continued best wishes for success advancing Ryerson on this vital measure.

Canada Research Chairs – Two new Ryerson CRC's were announced on October 16th by the Honourable Ed Holder, Minister of State for Science and Technology:

- Dr. Robert Botelho, Chemistry and Biology, CIHR Tier 2 Canada Research Chair in Biomedical Science and Technologies;
- Dr. Julia Spaniol, Psychology, NSERC Tier 2 Canada Research Chair in Cognitive Aging.

CIHR Team Grants – Ryerson researchers have made history receiving team grant funding for the first time from the national granting agency. A total of \$1.5 million will support the following interdisciplinary collaborative projects advancing health promotion and intervention:

- Dr. Trevor Hart, Department of Psychology, leads a team that will investigate discrepancies between access to HIV prevention and treatment in British Columbia, Ontario, and Quebec, supported by a funding partnership between CIHR, the Ontario HIV Treatment Network (OHTN), and the Canadian Foundation for AIDS Research (CANFAR);
- Dr. Josephine Wong, Daphne Cockwell School of Nursing, leads a team conducting research in four Ontario major urban centres (Greater Toronto Area, London, Ottawa, and Windsor) addressing health inequalities and policy gaps among African, Caribbean, and Black (ACB) heterosexual males in marginalized communities.

Maclean's - The 2014 Maclean's magazine university ranking issue indicates a Ryerson jump from 12th to 8th nationally in reputation. The ranking includes 49 universities across the country, with the top 8 in order as Waterloo, UBC, Toronto, McGill, Alberta, McMaster, Queen's and Ryerson. To determine the reputational ranking each year, Maclean's surveys CEOs, heads of organizations, university officials, corporate recruiters and high school guidance counsellors. In the comprehensive universities category, Ryerson moved from a tie for 10th to a tie for 8th.

Awards Events – Two of Toronto's media leaders, remembering their Ryerson experience as RTA students more than 20 years ago, are giving back with an award helping students from under-represented and marginalized communities, including racialized communities, those with disabilities and aboriginal peoples. The award, named for Marci Ien, co-host of CTV's Canada AM, and Dwight Drummond, CBC reporter and news anchor, was presented for the first time at the RTA School of Media Awards ceremony on November 12th. At all Awards events each Fall, we celebrate and pay tribute to the partners and donors whose investment in Ryerson continues to make such a huge supportive difference to individuals and the university.

Fall Convocation – Four ceremonies on October 15-16th saw 1,981 graduates eligible to cross the stage as Ryerson awarded 915 undergraduate degrees and certificates, 647 graduate degrees and certificates – including Leslie Nichols, our first PhD graduate in Policy Studies – and 419 continuing education certificates. Our new graduates join more than 165,000 Ryerson alumni worldwide. Inspiring Convocation Addresses were delivered by honorary doctorate recipients Dr. Shafique Keshavjee, Bonnie Patterson, and Hayley Wickenheiser, and Professional Communications professor Frauke Zeller (with hitchBOT). Congratulations to faculty and staff joining us on stage to make presentations to graduating family members, we are proud of this wonderful connection. Special thanks to faculty joining the academic procession and platform party, and the team that brings remarkable organization, dignity and joy to a very important day.

Alumni Weekend – Our annual Fall "Welcome Back" raised the level of ownership that alumni expressed, not only for their part in Ryerson history, but enthusiasm for its present and future. The events, tours and reunions made a tremendous contribution to the weekend, culminating

with the alumni dinner at the Mattamy Athletic Centre featuring our figure skating team. The induction of Ryerson alumni at RTA, Journalism and Athletics Hall of Fame events reflected the range and reach of Ryerson achievement, as well as the investment of our alumni in making Ryerson great. Special congratulations and thanks to Adam Kahan, Vice President University Advancement, Tyler Forkes, Executive Director, Alumni Relations, and the entire Alumni Weekend team.

Remembrance Day – Ryerson joined Canadians in honouring the sacrifices of veterans of past wars, the many who serve in modern-day operations around the world, and ongoing service here at home – in both the community ceremony and the Annual Black Veterans Remembrance Ceremony hosted with Sen. Don Meredith by the university. This year Ryerson offered a special tribute with two exhibits at the Ryerson Image Centre: *DISPATCH: War Photographs in Print, 1854-2008*; and *Remembering the Real Winnie: The World's Most Famous Bear Turns 100*.

Church Street Development (CSD) – On October 21st the university unveiled the planned mixed-use building designed by architectural firm Perkins + Will. The CSD will house the Daphne Cockwell School of Nursing, the Midwifery Education Program, the School of Nutrition, and the School of Occupational and Public Health, and provide 250 new residence beds, 10 state-of-the art clinical experience suites and teaching labs as well as modular research labs, and an advanced fabrication zone – with retail at street level, a green roof, and bicycle parking. The 166,000-square-foot building is planned to open in the 2018-19 academic year.

Varsity Athletics –

President's Platinum Breakfast – On September 26th I was proud to host the annual event at the Mattamy Athletic Centre recognizing 35 student-athletes for academic achievement: 15 Rams were CIS Academic All-Canadians, and 20 were honoured with OUA Academic Achievement awards (both CIS and OUA require an 80% average). Student-athletes overall had a 2.58 GPA, with more than 30 per cent having a GPA above 3.0 in 2013-14.

Men's Soccer – The Rams Men's Soccer team achieved #1 in the OUA East, and #5 on the CIS national Top Ten with a regular season record of 12-4-0, ending their run in the playoffs.

Ryerson hosts 2017 Championship – The CIS has selected Ryerson to host the 2017 CIS Women's Volleyball National Championship at the Mattamy Athletic Centre, the second major CIS championship following the 2015 CIS Basketball Championship this March.

CIS Top 10 – The Rams Women's Volleyball team was voted #10 in the country in the rankings for November 4th; and the Men's Basketball team has held for several weeks at #3 in the nation.

Rams Women's Hockey – The team is making solid progress with a 4-4-0 start to the season, bolstered by Olympian Hayley Wickenheiser (Doctor of Laws *honoris causa* '14) dropping the puck on the day she received her honorary degree, along with teammate Natalie Spooner.

Social Justice Week – I was pleased to give welcoming remarks opening our 4th Annual Social Justice Week, with events from October 6-10th focusing on the interrelation of social justice movements around the world and encouraging engagement and action with activities, speakers and performances on the themes of Indigenous Solidarity, Global Day for Decent Work, Student Action Works, Interrogating Intersections, and Coming Here, Going There. This year saw the addition of the inaugural Mandela Equity, Diversity & Inclusion Lecture, inspired by the late Nelson Mandela's unique relationship with Ryerson, as the only Canadian university awarding

him an honorary doctorate. Special thanks to Winnie Ng, Ryerson's CAW-Sam Gindin Chair in Social Justice and Democracy, our community members and special guests.

Mental Well-Being Week – Led by Dr. Su-Ting Teo, director of Student Health and Wellness and co-chair of Ryerson's Mental Health Advisory Committee, the university offered events and presentations from November 10th-12th on "Continuing the Conversation" to strive for more balanced, fulfilled lives, including the launch of a new website. With the government funding announced in October 2013, progress has been made on the three projects led or co-partnered by Ryerson: *Navigate* brings a mental-health nurse part-time on campus to connect with students who may need assistance; *Speaking Your Language* has a coordinator building outreach and connection between students and services; and *Thoughtspot* offers an interactive map of the GTA that shows students where to find supportive resources.

Ryerson Eats – On November 5th Ryerson celebrated the official launch of the newly renovated Hub as part of the campus transformation focusing on a new menu, and food options that are local, healthy, affordable, and sustainable. Articles in the Toronto Star (Oct. 6), Alternatives Journal-Canada's Environmental Voice (Oct.15), and the Globe and Mail (Oct. 21) noted the Ryerson vision that is building a new and principled foundation for campus food culture: good for the students and community, supporting producers and urban gardening, and raising the standard in setting a precedent for institutional services. Congratulations and thanks to Vice President Administration and Finance Julia Hanigsberg for leadership, and Assistant Director of Food Services & Executive Chef Joshna Maharaj for developing the plan and building the team.

United Way – The 2014 campaign has already raised \$107,242.88 towards the goal of \$225,000. Special thanks to campaign ambassadors, and co-chairs Jennifer Mactavish, Yeates School of Graduate Studies and John Corallo, University Business Services, and the campaign steering committee: Rona Abramovitch, Office of the Provost; Tony Conte, Office of the Vice-Provost, Students; business management student Zumer Fatima; Janet Hercz, Capital Projects and Real Estate; Heather Largy, Communications, Government and Community Engagement (CGCE); Terry Marks, Office of the Vice-President, University Advancement; Erin McGinn, CGCE (Committee Chair); Troy Murray, Student Affairs; Catherine Parry, CGCE; Natasha Ramnath, CGCE, and Kate Womby, Office of the Vice President Administration and Finance.

3D Printing Lab – The Advanced Manufacturing, Design and 3D Printing Lab was launched on October 1st in partnership with Edward Burtynsky (Image Arts '82), renowned photographer and co-founder of Think2Thing (T2T); and Bionik Laboratories, a DMZ startup in robotic medical devices and control systems. The Lab is home to one of just three EOS P395 printers in the country and the only one at a Canadian university. As part of the Ryerson Centre for Cloud and Context-Aware Computing (RC4) developed with support from industry and government, the Lab will advance Ryerson cutting edge leadership, research expertise, and innovation.

Ontario Government Funding – Two announcements this Fall by Dr. Reza Moridi, Minister of Research and Innovation and Minister of Training, Colleges and Universities, recognize Ryerson leadership in innovation, and our focus on addressing the challenge of youth unemployment:

- \$2 million from the province's Campus Linked Accelerator (CLA) program will be used to help "foster an innovation ecosystem," one of our Academic Plan's key priorities, by helping extend and create an environment for entrepreneurial zones and support for student ventures, with a goal of having at least 10 percent of students involved in entrepreneurial activity;

- \$1.2 million will help expand access to Magnet, a Ryerson-based consortium using networking technology called Who Plus You developed at the Digital Media Zone, to connect jobs to jobseekers. Magnet was founded in partnership with the Ontario Chamber of Commerce, and includes universities and colleges across the province. To date, more than 25,000 jobseekers have created profiles, generating over 40,000 connections.

SocialVentures Zone – This Fall a new Zone spearheaded by the Faculty of Arts is offering students from all Faculties the opportunity to develop their ideas for social change. The goal of the Zone is to integrate social innovation into students' degree studies through curriculum, entrepreneurial development, and building skills in communication, collaboration, leadership and business planning. The Zone began in winter 2013 with a course entitled Community Action Research – From Idea to Possibility, and three more degree-credit courses are planned this year on ideas for entrepreneurial approaches to addressing challenges facing Canadian society. Further development will include broader interdisciplinary collaboration to develop modules oriented towards social and civic entrepreneurs, such as needs assessment, team building, organizational structures, social finance and social-purpose business.

We Day – Ryerson students played a major part in We Day Toronto on October 2nd, as presenters, workshop participants and volunteers, sharing with 18,000 young people from more than 1,000 schools that Ryerson is a university with a strong social innovation focus, and a leader as Canada's first Ashoka Changemaker Campus. A student team from the RTA School of Media was on stage demonstrating the Global Campus Network, connecting the We Day stage to the Ryerson campus to the University of Johannesburg, to show the next generation the power of international collaboration to change the world. In addition to the on-stage presentation, twenty Ryerson students took part in the Ford Drivers of Change Workshop for young leaders, led by Marc and Craig Kielburger, and other Ryerson students volunteered at the event and helped to staff the university's booth. We Day is an annual series of stadium-sized presentations featuring inspiring speakers and top-level performers engaging young people in the We Act program, which aims to help young people take action on social and world issues. Ryerson is the Educational Partner for We Day Toronto.

Talent Gap in Big Data and Data Analytics – Ryerson is leading the first national, multi-sector, and multi-industry project to study the Big Data and Data Analytics Talent Gap in Canada. The primary objective is to determine whether a talent gap exists and, if so, to better understand its breadth and depth, as well as developing sector-specific and cross-sector strategies to help close the gap, facilitating continued innovation and economic development in Canada. The project is an initiative of Canada's Big Data Consortium, a collaboration of organizations in academia, industry, and government representing their respective sectors' needs, perspectives, capacities, and capabilities. Academic partners include Ryerson, Simon Fraser University, Dalhousie University, and Concordia University, with industry partners including Deloitte, TMX Group, the Information Technology Association of Canada, and SAS Canada, and government represented by Industry Canada. Phase One of the project, from October 31st to December 31st, will involve a national survey of Canadian organizations; based on the survey results, Phase Two will bring together leading national organizations across industry, government, and academia – representing both the demand and supply sides of the talent gap – in a one-day summit to discuss strategic recommendations for addressing talent gap implications. The outcomes of the project will be released in a white paper, with the intention of engaging all of Canada in a meaningful conversation and an effective action plan.

The Ethics of Political Leadership – On November 5th Preston Manning, Founder and President of the Manning Centre for Building Democracy and a well-known and respected former politician, was the keynote speaker at an event hosted by the Jim Pattison Ethical Leadership Program at the Ted Rogers School of Management. The event also featured two panel discussions moderated by John Cruickshank, publisher of the Toronto Star, and Anna-Maria Tremonti, host of CBC's The Current, examining 'external' perspectives, i.e. what do various publics – including voters, the media, and the business community – expect of political leaders; and the 'internal' perspective, i.e. what do political leaders themselves think are reasonable standards. Giving added context to the discussion was a national study co-authored by Chris MacDonald, Director of the Jim Pattison Ethical Leadership Education and Research Program, and Hershell Ezrin, TRSM distinguished visiting professor, based on an online survey conducted by The Gandalf Group between October 17th and 22nd with 1,039 people nationwide and an additional 200 in the Greater Toronto Area. The survey found that twice as many Canadians do not trust politicians compared to business CEOs; three times as many mistrust politicians compared to journalists; almost a third of Canadians surveyed believe politicians frequently accept bribes, while nearly 40 per cent think they frequently use public money for personal gain; and over 80% of respondents think a politician dishonest in personal life cannot be trusted in a professional role. The survey results were released at the event, and a white paper on the survey findings will be released in the coming months.

Late-breaking news! As I was completing this update, I learned that Ryerson won First Place in the Scotiabank Ethics in Action competition hosted by the Faculty of Management at Dalhousie University over the November 14-16 weekend. Ryerson MBA students Jesse Berger, Natalie Isber, Jonathan Menchella and Samantha Wootton prevailed in a two -part case competition designed to equip future business leaders with the tools to make complex business decisions while adhering to ethical principles. In both the challenge they knew in advance, and the one that required students to formulate a recommendation on a case they had just received, the Ryerson team credited their training and coaching for the ability to think critically under pressure and give a strong performance. This is a tremendous achievement demonstrating the ethical edge of Ryerson business programs – congratulations to the team and faculty advisors on the win!

from the President's Calendar

September 16, 2014: I attended an Innovation Panel hosted by The Canadian Club of Toronto featuring speakers Nitin Kawale, President of Cisco Systems Canada, and Kevin Lynch, Vice Chair of BMO Financial Group, on advancing national productivity.

October 3, 2014: I was pleased to offer welcoming remarks at the Good Jobs Summit organized by Winnie Ng, Ryerson's CAW-Sam Gindin Chair in Social Justice and Democracy.

October 7, 2014: The United Way Leadership lunch launched this year's campaign at the Alumni Lounge, Mattamy Athletic Centre.

October 8, 2014: The annual COU David Smith Dinner honoured Roberta Jamieson, President and CEO of Indspire, for outstanding advocacy in support of Aboriginal education in Canada and dedication to improving access and increasing career success of Aboriginal learners.

October 9, 2014: I was pleased to extend a welcome at The Chang School annual Leaders in Learning event, and introduce honoured guest speaker Donette Chin-Loy Chang.

October 14, 2014: Ryerson hosted a delegation from the Henan University of Science and Technology, and Zhengzhou University, visiting colleagues in science and engineering.

October 20, 2014: Ryerson hosted Deputy Minister Matthew King (federal university champions program) to discuss Ryerson's Academic Plan and strategic direction.

October 21, 2014: Leaders from the Atlanta GA Regional Commission (Stephen Causby, Principal Planner, and Rob LeBeau, Community Development Division) visited Ryerson to discuss city planning and entrepreneurial models.

October 23, 2014: Ryerson hosted a visit by Dr. Adam Habib, Principal and Vice-Chancellor, University of The Witwatersrand, Johannesburg, Republic of South Africa, including a discussion of a proposed trilateral partnership (South Africa, India, Canada) and further academic and research collaboration.

October 27, 2014: At the Association of Universities and Colleges of Canada (AUCC) Fall meeting on the theme of 'building successful societies through innovation,' I served as moderator for 'The Innovation-Friendly University' panel.

October 29, 2014: Ryerson was pleased to host a delegation of government ministers from Germany, including a tour of the Digital Media Zone and general discussions about academic strategic direction and joint opportunities.

October 31, 2014: Ryerson hosted a visit from Simon Fraser University colleagues (President Andrew Petter, Vice-President Research Joy Johnson, Vice-President External Relations Philip Steenkamp) to discuss our partnership in the Ryerson-Beijing Stock Exchange Institute Zone and other joint opportunities.

November 3, 2014: I joined Randy Boyagoda, Ryerson director of zone learning, at a workshop hosted by the Digital Media Zone for the Centre of Skills and PSE, Conference Board of Canada.

November 5, 2014: It was very enjoyable to welcome Ryerson family members to "Take Your Kids To Work Day" and to share with young students an overview of the university and how we look forward to having them join us for their studies.

November 5, 2014: I was pleased to offer a welcome at an Ontario Bioscience Innovation Organization event on campus attended by Dr. Reza Moridi, Minister of Research and Innovation, and Minister of Training, Colleges and Universities.

November 6, 2014: At the Society for College and University Planning (SCUP) North Central Regional Conference held in Toronto, I presented a plenary session entitled "Building Partnerships That Build Cities."

November 13, 2014: I attended my first meeting as a member of Mayor-elect John Tory's Transition Advisory Council, honoured to bring Ryerson city-building to the table.

Report of Julia Shin Doi, Secretary, Board of Governors

1. Diligent Boardbooks

The Board Secretariat is officially launching the Diligent Boardbooks portal on November 24, 2014. Thank you to all Board members who attended the training offered by Diligent. Please provide the Board Secretariat with any feedback on the portal.

2. Election Procedures Committee

The Election Procedures Committee met on October 10, 2014. The Committee considered the eligibility of administrative contract staff to vote in Board elections. Board member, Carrie-Ann Bissonnette made submissions to the Committee and the Committee resolved to research the issue further and report back to Ms. Bissonnette.

3. Tour and Welcome Dinner

The Tour and Welcome Dinner was held on October 22, 2014. Thank you to all staff and faculty of Advanced Manufacturing, Design and 3D Printing Lab, and Mixed-Reality Immersive Motion Simulation Lab for their lively and engaging presentations. Thank you to President Sheldon Levy and Vice President, Research & Innovation, Wendy Cukier for acting as guides in the labs. We are also very grateful to Board Chair, Janice Fukakusa for kindly hosting the Welcome Dinner at RBC.

4. Council of Ontario University Secretaries

The Annual Conference of the Council of Ontario University Secretaries was held on November 6, 2014 at the University Club in Toronto. The theme of the conference, chaired by Governance Officer, Catherine Redmond, was “What Makes University Governance Different”.

5. Council of Chairs of Ontario Universities

The Council of Chairs of Ontario Universities held the Annual Conference of Ontario University Board Members on November 7 and 8, 2014 at the Park Hyatt Toronto Hotel. This conference featured President Levy, Vice President Wendy Cukier and Phyllis Yaffe, and was attended by a number of Ryerson Board members.

6. Board of Governors Leadership Award and Medal, 2014

The Board of Governors Leadership Award and Medal was presented to Sarah Foy (MA, Documentary Media, Faculty of Communication and Design) during the Convocation on October 16, 2014 (<http://www.ryerson.ca/graduate/documentarymedia/>). This award recognizes outstanding leadership qualities and academic achievements. Ms. Foy will be invited to the Annual Board Dinner in June, 2015.

7. Fall 2014 Convocation

Fall 2014 Convocation ceremonies were held on October 15 and 16, 2014. Thank you to all Board members who attended the ceremonies and the honorary doctorate events.

Our Time to Lead – On October 1st our new academic plan was released online in full and executive summary versions, and made available more broadly to the community – and is already guiding the course of the university’s development. Special thanks to the members of the Board for thoughtful and responsive involvement throughout the process, and tremendous confidence in our vision and goals. Compliments and thanks are extended to every participant and contributor of ideas and insights, and the team who put the Academic Plan together. Amid the wealth of smart and creative ideas we heard, a common thread emerged: passion and excitement for Ryerson’s bright future.

Academic Administration Searches – On October 22nd I announced the membership of two search committees, moving forward with the search process for two academic administrative leadership positions: Dean, Faculty of Communication & Design; and Vice-Provost, Academic. The dedication of committee members and the community is greatly appreciated in helping create a dynamic team to achieve the priorities of the Academic Plan and the university.

WELCOME

Graham Bowley, author and journalist with over 20 years reporting extensively for several prominent newspapers and magazines worldwide including *The Financial Times*, *Prospect Magazine*, *New Statesman*, *The International Herald Tribune* and currently *The New York Times*, has been appointed a distinguished visiting fellow in the Faculty of Communication & Design for a one-year term. Bowley earned a BSc in Economics from Bristol University and a Master of Philosophy in Economics from Oxford.

Helen Burstyn, special advisor to the Office of Social Enterprise within the Ministry of Economic Development, Employment and Infrastructure, and a 35-year career in government, community service and business including working with the Toronto International Film Festival (TIFF), Luminato, The Learning Partnership, The Pecaut Centre for Social Impact, Evergreen, and the Ontario Trillium Foundation, has been appointed a distinguished visiting professor in social innovation and enterprise for a one-year term with the Office of Zone Learning.

Shelagh O’Brien, director of live television acclaimed for top-tier productions such as Canadian Songwriters Hall of Fame galas, Canada Day Celebrations in Ottawa, Aboriginal Peoples Choice Music Awards, opening ceremonies and medal events at the 2014 Sochi Olympics, and newly-named world feed director for the upcoming 2015 PanAm Games opening/closing ceremonies, has been appointed a distinguished director in residence in The RTA School of Media in the Faculty of Communication & Design (FCAD) for a two-year term.

Donna Ratchford, director of the Culture and Strategic Policy Branch for the Ontario Ministry of Tourism, Culture and Sport has been appointed Ryerson’s third Ontario Public Sector Fellow for 2014-15, and will bring her experience leading policy discussions on the province’s arts, creative

industries, heritage and library sectors – with a special focus on Toronto – to students in the Master of Arts in Public Policy and Administration program, including dialogue that may develop innovative ideas to take back to government.

CONGRATULATIONS

- Thomas Edward Kierans (Doctor of Laws *honoris causa* '13), was honoured as a 2014 inductee into the Investment Industry Hall of Fame, paying tribute to outstanding achievements, integrity and leadership.
- Denise O'Neil Green, Assistant Vice-President/Vice-Provost Equity, Diversity and Inclusion received a 2015 Women Worth Watching Award from the Profiles in Diversity Journal, recognizing positive influence shaping the workplace and the world.
- Ann Cavoukian, Executive Director of the Ryerson Institute for Privacy and Big Data, received an honorary doctorate from the University of Guelph this Fall for her work as Information and Privacy Commissioner of Ontario and worldwide renown as a leading expert on data sharing and the protection of privacy.
- Lloyd Alter, School of Interior Design and managing editor of *Treehugger.com*, was honoured among recipients of the 10th Annual U.S. Green Building Council (USGBC) 2014 Leadership Awards, recognizing individuals and organizations whose work has informed the sustainability dialogue in the U.S. and globally.
- Architectural Science students Daniel Bassakyros, Nivin Nabeel and Louise Shin won First Place in the Sukkahville 2014 international design competition for their entry "Cloud and Light" sponsored by the Kehilla Residential Program to raise public awareness about affordable housing and homelessness.
- Amika Cooper (RTA School of Media '14), won three awards at the Toronto Youth Shorts film festival for her film *Frida and Dingwall Talk about Love*: Achievement in Animation, Audience Choice and Critics' Choice.
- Danielle Lee, 4th-year Business Management, received a 2014 City of Toronto International Students Recognition Award in the Community Service category for her leadership and teamwork with the Ryerson Campus Lions Club.
- Yupin Li and Carol Nguyen (4th yr Architectural Science) were awarded 2nd place at the Canada Green Building Council's EnviroSCULPT competition that works to promote repurposing and recycling not as an act, but as a culture. The students' sculpture "Less" makes the case for using wood to reduce carbon emissions and taking sustainability in a more natural direction.
- Simon Paluck and Michelle Solomon (RTA School of Media '14) won the Best Actor award for their film *Emma* at the Breckenridge (Colorado) Festival of Film.
- Kevin Pu, Master's student in Architectural Science, won a Grand Prize in the 2014 Sustainable Design Awards for 'Architecture as an Urban Respiratory System.' The annual competition challenges students to define sustainability and address a real-world issue.

- Pallavi Roy (MAsc Environmental Applied Science and Management '14) won First Place in the Future Technologies for Water competition at the University of North Carolina with team members from the University of Waterloo and Wageningen University, The Netherlands. The team won for "Smart Monitoring of Heavy Metals in Mine Effluents," among 70 entries from 27 countries worldwide.

ACADEMIC DEVELOPMENT

International – On September 26th in Johannesburg, South Africa, on behalf of Ryerson I signed a Memorandum of Understanding (MOU) with the University of The Witwatersrand on advancing academic and research collaboration. This development builds on academic and research links in South Africa, including President Levy's mission in February announcing, among other initiatives, an expansion of the international zone fellowship program. In the coming weeks, student entrepreneurs from four South African universities will be arriving to take up their DMZ experience on campus and in Toronto.

Senate motions – The following motions were approved at the November 4th Senate meeting:

- **Name change:** The Department of Geography will now be called the Department of Geography and Environmental Studies, to reflect the diverse academic offerings of the department which is home to the BA in Environment and Urban Sustainability, the BA in Geographic Analysis and the MA in Spatial Analysis.
- **Two new minors:** A minor in *Global Politics and Development* from by the Department of Politics and Public Administration will offer students a range of courses to foster understanding and awareness about international politics, inequality, and conflict, and to encourage the application of knowledge to their own disciplines; and a minor in *Public Relations* will be offered by the School of Professional Communication in consultation with the School of Journalism, to help students develop applied skills in a range of programs leading to professional practice.

Ryerson on Oprah – A television program produced by Ryerson students showcasing some of Canada's most successful entrepreneurs will make its international debut on Rogers TV and the Oprah Winfrey Network. Rogers TV began airing thirteen half-hour episodes of *The Naked Entrepreneur* each week starting October 28th while the Oprah Winfrey Network will broadcast eight one-hour segments beginning in January 2015. The program is hosted by Sean Wise, TRSM professor and Startup Canada "Entrepreneur Mentor of the Year," interviewing Canadian business icons such as Harry Rosen, John Sleeman, Debbie Travis, and Brett Wilson.

RTA Sport Media – The new program launched this Fall with support for a state-of-the-art broadcasting centre in the Mattamy Athletic Centre from Rogers Media's Sportsnet & NHL Properties, is already generating huge positive response from students. An informal survey soliciting feedback from the first year class included the following examples:

"Sport Media is absolutely everything I dreamt of and more, it's 'a dream come true.'"

"I'll never forget walking in to the MAC for the very first time and having my jaw drop about 6 inches (full disclosure, I still do that every time I walk through the doors)!"

"Ryerson and its campus are incredible, the people have been kind and super helpful and I love exploring Toronto and being in the heart of the action - especially for the sports industry and sport media having the Leafs, Raptors, Rock, TFC, Blue Jays; you name it, it's here!"

"Getting in the studio at Mattamy, even just to familiarize myself with the controls and the technology; I get goosebumps just thinking about it! I'm really excited to work on some Rams games, and hopefully with SPIRITlive to further my skills and gain some experience!"

"From an academic standpoint, the program has already exceeded my wildest expectations. I am extremely honoured to be a part of this historic, revolutionary program. I think this program has the potential to set a new precedent for sport media education in this country."

"The days of getting clips off YouTube and putting them in Windows Movie Maker for a highlight reel are gone. As Charles Falzon said to all of us at our first meeting, 'you are officially professionals now in the media industry.'"

Task Force on Continuing Education – Building on Ryerson's commitment to lifelong learning, and the renowned leadership of The G. Raymond Chang School of Continuing Education for excellence and innovation, in particular award-winning digital educational strategies, on September 26th I announced the formation of a task force to ensure that our offerings continue to meet market demand for flexibility, duration and credentials. It will also evaluate Ryerson's unique collaborative model between The Chang School and the academic faculties with respect to program development, faculty oversight and academic standards. The work of the task force will be undertaken in two phases: the first conducted by Tom Traves, president emeritus of Dalhousie University, who will undertake community-wide consultations with individuals and groups involved with continuing education over the coming weeks and will submit a report to my office at the end of this term. The second phase will be undertaken by a task force committee to be chaired by Dean Steven Murphy, Ted Rogers School of Management. The committee will develop recommendations based upon the phase one report. The task force review and recommendations will set the foundation for Ryerson's future continuing education strategy.

Joint Committee on Interdisciplinary Programs – Our new Academic Plan includes a strategy to "foster greater interdisciplinary SRC activity, curriculum and programs...giving consideration to development, delivery, administration, support and related policies." This strategy was informed by two key considerations. First, a theme emerging during the academic plan consultations: from students, who expressed the desire for greater choice and more exposure to a broader range of knowledge and disciplines during their studies; and from faculty, advocating cross-departmental appointments as a key factor in pursuing innovative interdisciplinary SRC activity. Second, in December 2013 the university Senate accepted a task force report on interdisciplinary programs which included 12 recommendations of considerable implication and scope for the Provost's response. To address both of these important sources of input and useful perspective, I have established a joint committee on interdisciplinary programs to review the recommendations of the Senate task force, and the input from the Academic Plan process, in consulting with stakeholders to provide advice on concrete ways for the university to develop effective and sustainable interdisciplinary academic pathways. The joint committee will be chaired by Anver Saloojee, Department of Politics and Public Administration, with a final report submitted by the end of March 2015.

Inaugural Thrill Design Competition – Ryerson engineering students welcomed teams from Cornell University, Drexel University, Guelph University and Waterloo University, for the first design competition focused on the amusement ride industry. Prior to the opening of the Canadian National Exhibition to the public each year, Ryerson engineering students spend CNE construction week on-site at the Ex, learning from industry experts as they assemble and inspect rides at Canada’s largest fair. By interacting with show operators and shadowing certified amusement device inspectors from the Technical Standards and Safety Authority (TSSA), students learn how current amusement ride technology works, how rides are designed, and how regulators, owner-operators and consultants make the CNE safe and enjoyable for the 1.3 million visitors each year. When the CNE opens to the public, students observe how children and adults interact with amusement devices to gain an understanding of the importance of designing for real people. Led by Dr. Kathryn Woodcock, the Tools for Holistic Ride Inspection Learning and Leadership (THRILL) Lab inspired a newly-formed engineering student group, the Ryerson Thrill Club, and the inaugural Ryerson Invitational Thrill Design Competition which took place at Ryerson from October 30th to November 1st. The distinctive field encompasses a wide array of engineering disciplines: electrical and computer engineering through the control boxes, mechanical engineering in gear systems, materials science in the wear and tear on tires and acrylic on the ride cars, aerospace engineering through ride aerodynamics, civil engineering through the structural supports of the rides, and the multidisciplinary study of design and human factors engineering to enhance the excitement of amusement rides and attractions. The judging panel for the competition featured industry experts from companies such as Universal Parks and Resorts, Premier Rides, and Forrec Ltd., providing insight on the student submissions and unparalleled experiential learning in a highly technical and very creative industry.

Future Ryerson students – The annual Ontario Universities Fair took place on the weekend of September 19-21 at the Metro Toronto Convention Centre, with nearly 130,000 visitors in attendance over 3 days. Led by the Office of the Registrar, Ryerson continued its famous and distinctive tradition of giving prospective students the chance to meet faculty as well as staff and students, with over 600 volunteers at the booth answering questions and handing out 35,000 admissions handbooks and 15,000 lanyards. More than 2,330 visitors attended presentations given by Ryerson liaison officers every hour on the hour, and a new addition this year was a Faculty-focused presentation, with two Faculties featured per day. Prospective students were very active on Twitter, participating in the Ryerson "Share Your OUF Experience!" contest, and also sharing their enthusiasm for Ryerson as their destination of choice as shown in the following few examples (of many):

"I have a Ryerson lanyard and life is great"

"My heart is set on Ryerson"

"I just want to get accepted into Ryerson"

"Ryerson is definitely my top pick"

"Fell in love with ryerson at the uni fair today "



Board of Governors

November 24, 2014

Mohamed Lachemi
Provost and Vice President Academic,
Ryerson University

The Big Data Consortium will be led by some of Canada's leading organizations in academia, industry, and government, working together to tackle some of the key topics in big data and advanced analytics.

ACADEMIC PARTNERS



INDUSTRY PARTNERS



INFORMATION TECHNOLOGY
ASSOCIATION OF CANADA

GOVERNMENT PARTNERS



IBM's Watson Ecosystem

Ryerson is joining an elite group of universities from across North America:

- > Carnegie Mellon University
- > New York University (NYU)
- > Northwestern University
- > Rensselaer Polytechnic Institute (RPI)
- > Stanford University
- > The Ohio State University
- > University of California, Berkeley
- > University of Michigan
- > University of Texas in Austin
- > University of Toronto

MTCU Shared Online Fund

- > Year 2 of a 3-year initiative to provide funding for online learning
- > \$4.5M for 2014/15 for university sector (same amount for colleges)
- > Maximum of \$75,000 per application
- > Initiative supports provincial mandate to increase online learning and opportunities for credit transfer – aligns with strategies in Ryerson's academic plan
- > Ryerson submitted **30 proposals** from across all six faculties, The Chang School and academic administrative support units

ADVANCING SRC, INNOVATION & INTERNATIONALIZATION AT RYERSON:

Presentation to the Board of Governors

Wendy Cukier, Vice President, Research and Innovation

November 24, 2014

OFFICE OF THE VICE-PRESIDENT
**RESEARCH &
INNOVATION**

**RYERSON
UNIVERSITY**

Outline

- Why Scholarly Research and Creative (SRC) is important to the University
- Where are we?
- Going forward....

WHY IS IT IMPORTANT?

What SRC Brings to the University

- University mission: We create, disseminate and apply knowledge
- Informs teaching and learning
- Drives economic development – patents, spinoffs, jobs
- Provides resources: \$40.7 million a year, much of it to students
 - Tri-Council funding agencies; Industry, Government and Community Organizations; and Foundations and Donors
- Affects policy and practice
- Strengthens partnerships
- Drives rankings and reputation

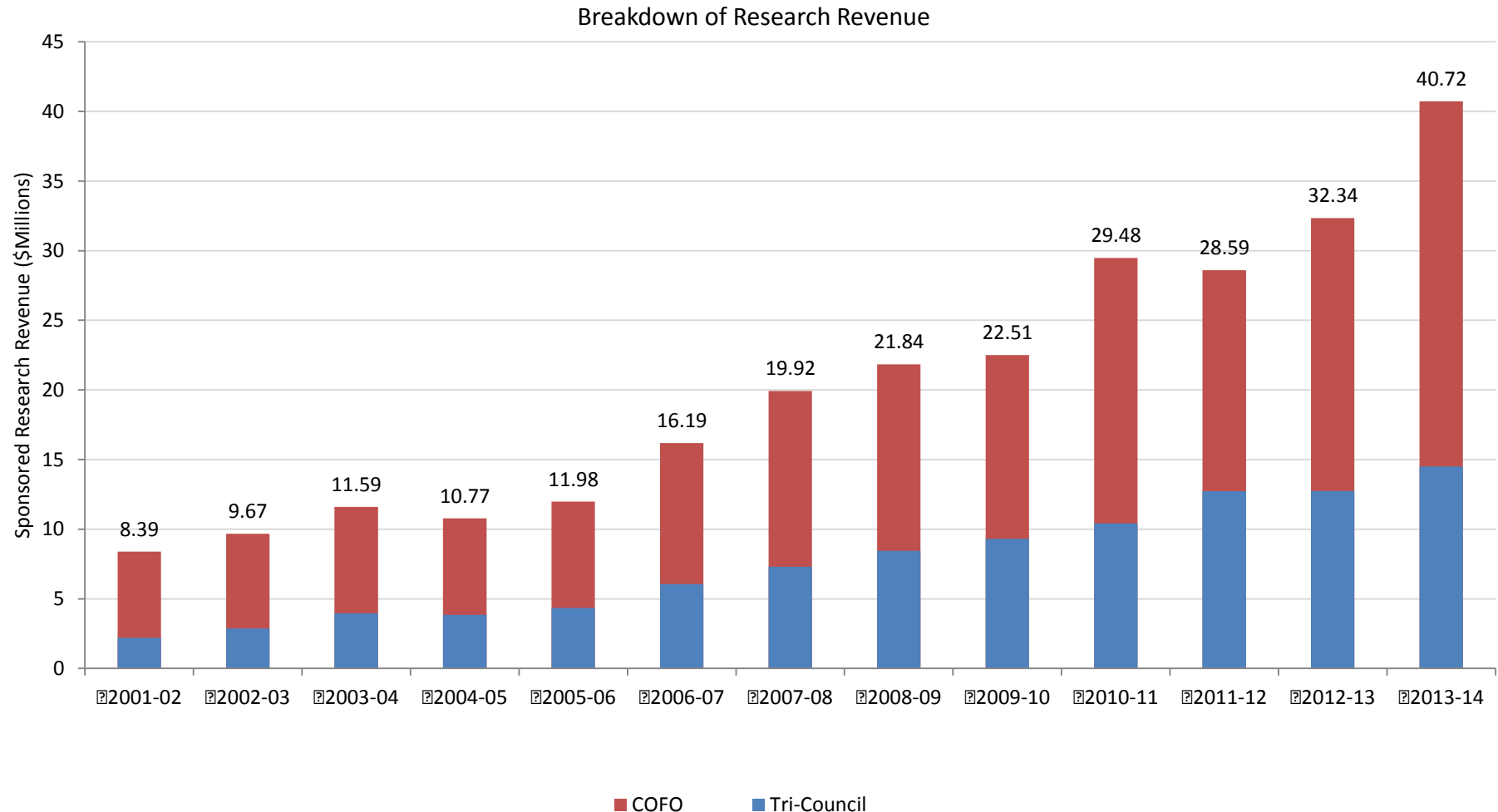
CANADA'S TOP
50
RESEARCH
UNIVERSITIES
2014 RESEARCH
Infosource

11th among Non-Medical
Universities
in Canada

TOP TEN among ALL
Universities in growth

Rank		University	Sponsored Research Income			Full-time Faculty**	Research Intensity	Province
2013	2012		FY2013 \$000	FY2012 \$000	% Change 2012-2013	2012-2013 #	\$ per Full-time Faculty \$000	
1	1	University of Toronto***	\$1,110,663	\$1,038,390	7.0	2,377	\$467.3	Ontario
2	2	University of British Columbia*	\$566,789	\$585,154	-3.1	2,403	\$235.9	British Columbia
3	3	Université de Montréal* (a)	\$527,971	\$526,213	0.3	1,879	\$281.0	Quebec
4	4	McGill University*	\$465,209	\$483,527	-3.8	1,653	\$281.4	Quebec
5	5	University of Alberta*	\$417,757	\$452,436	-7.7	1,683	\$248.2	Alberta
6	9	University of Calgary*	\$328,736	\$282,771	16.3	1,528	\$215.1	Alberta
7	6	McMaster University*	\$322,502	\$325,156	-0.8	1,375	\$234.5	Ontario
8	7	Université Laval*	\$306,831	\$302,783	1.3	1,350	\$227.3	Quebec
9	8	University of Western Ontario	\$302,341	\$302,341	-1.5	1,284	\$231.9	Ontario
10	10	Western University	\$294,095	\$294,095	5.5	1,471	\$173.0	Ontario
11	12	Université du Québec à Montréal	\$294,095	\$294,095	13.1	790	\$240.5	Ontario
12	17	Université de Sherbrooke	\$294,095	\$294,095	21.8	1,072	\$155.7	Ontario
13	18	Université de Regina	\$294,095	\$294,095	-1.8	752	\$210.4	Ontario
14	23	Institut national de la recherche scientifique	\$294,095	\$294,095	-5.2	1,176	\$134.3	Saskatchewan
15	23	Université de Moncton	\$294,095	\$294,095	2.3	1,070	\$139.1	Nov Scotia
16	23	Université de Moncton	\$294,095	\$294,095	2.3	1,070	\$139.1	Manitoba
17	24	Carleton University	\$294,095	\$294,095	2.3	935	\$136.7	New Brunswick
18	25	University of New Brunswick	\$294,095	\$294,095	2.3	700	\$178.3	British Columbia
19	24	University of New Brunswick	\$294,095	\$294,095	2.3	1,079	\$112.1	Quebec
20	26	Concordia University	\$294,095	\$294,095	2.3	826	\$124.3	British Columbia
21	26	Concordia University	\$294,095	\$294,095	2.3	1,335	\$54.0	Ontario
22	27	Ryerson University	\$294,095	\$294,095	2.3	1,086	\$65.6	Quebec
23	27	Ryerson University	\$294,095	\$294,095	2.3	156	\$357.6	Quebec
24	28	University of Windsor	\$294,095	\$294,095	2.3	742	\$74.3	Ontario
25	28	University of Windsor	\$294,095	\$294,095	2.3	448	\$109.6	New Brunswick
26	29	Université du Québec à Chicoutimi	\$294,095	\$294,095	2.3	772	\$57.5	Quebec
27	29	Université du Québec à Chicoutimi	\$294,095	\$294,095	2.3	779	\$41.6	Ontario
28	29	Université du Québec à Chicoutimi	\$294,095	\$294,095	2.3	479	\$62.1	Ontario
29	33	Université du Québec à Trois-Rivières	\$294,095	\$294,095	2.3	231	\$118.7	Quebec
30	33	Université du Québec à Trois-Rivières	\$294,095	\$294,095	2.3	392	\$61.3	Quebec
31	33	École de technologie supérieure	\$294,095	\$294,095	2.3	150	\$159.2	Quebec
32	31	Université de Moncton	\$294,095	\$294,095	2.3	323	\$69.6	Ontario
33	32	Université de Moncton	\$294,095	\$294,095	2.3	380	\$54.7	Saskatchewan
34	30	Université du Québec à Rimouski	\$294,095	\$294,095	2.3	200	\$102.9	Quebec
35	38	University of Prince Edward Island	\$17,391	\$15,893	9.4	244	\$71.3	Prince Edward Island
36	36	University of Lethbridge	\$17,228	\$19,135	-10.0	330	\$52.2	Alberta

IMPACT: \$40.7 Million Research Funding



OVERALL RANKING

2014

1 Simon Fraser

2 Victoria

3 New Brunswick

4 Guelph

5 Guelph

*6 Carleton

*6 Memorial

*8 Ryerson

*8 York

10 Regina

11 Concordia

13 Windsor

14 UQAM

15 Brock

9 York

*10 Ryerson

*10 Wilfrid Laurier

*10 Windsor

13 Concordia

2013

CLASSES	FACULTY		RESOURCES			STUDENT SUPPORT		LIBRARY		REPUTATION		
	STUDENT/ FACULTY RATIO	AWARDS PER FULL-TIME FACULTY	SOCIAL SCIENCES & HUMANITIES GRANTS	SCIENCE GRANTS	MEDICAL/ SCIENCE GRANTS	TOTAL RESEARCH DOLLARS	OPERATING BUDGET	SCHOLARSHIPS & BURSARIES (% OF BUDGET)	STUDENT SERVICES (% OF BUDGET)	EXPENSES	ACQUISITIONS	REPUTATIONAL SURVEY
3	4	2	2	2	5	3	*9	*5	1	3	3	
*1	5	3	3	1	2	6	3	8	*3	2	5	
*1	9	1	1	3	3	11	1	*12	*14	4	1	
2	8	13	10	6	4	15	11	2	*10	12		
15	*9	6	8	1	15	5	*5	11	1	4		
10	4	5	6	7	12	2	9	*3	*10	13		
1	*11	11	15	4	1	13	14	9	5	6		
15	8	12	13	7	*9	1	*14	12	2			
4	*5	4	9	11	5	*6	3	10	6	9		
3	14	15	11	12	2	4	7	8	13	14		
8	7	7	7	10	13	12	*12	*6	8	8		
12	*9	*9	4	9	8	8	10	5	9	15		
14	13	*11	12	13	15	9	*6	4	*6	7	7	
12	3	14	14	14	9	2	4	7	7	9	5	12
*10	15	*6	5	5	12	5	7	3	10	7	9	10
15	8	15	11	*12	13	9	9	1	15	10	15	4
14	13	*8	13	7	14	8	5	*4	9	8	10	7
*10	6	12	9	4	10	7	8	9	5	6	4	15
9	9	11	13	11	13	11	13	8	*12	11	9	

Board of Governors Meeting
November 24, 2014
Page 110

IMPACT: More than 180 applied research projects in 2013-14 valued at \$8m+



New medical innovation for extremely delicate surgeries

THE GLOBE AND MAIL

Search: | News & Quotes | Jobs

Q Enter a term, stock symbol or company name

Home » News » National » Education



Ryerson, St. Mike's will collaborate to create new health technologies

JAMES BRADSHAW
The Globe and Mail

emery | english@rcinet.ca
June, 2014, 1 Comment |

special needs kids
ns at Science and Technology Museum

CANADIAN
Geographic

TECHVIBES

News Events

Startups

Technology

Business

Ryerson Launches App Enabling Canadians to Interact with Trees

Posted by Samuel Dunsiger on Sep 16, 2014

Mar 21, 2014 | Vote 0 0

Not enough women, visible minorities in leadership roles: Hamilton conference

Hamilton Spectator
By Rachel Wilkins

ians to
TORONTO, Aug. 20, 2014

Onto start-up to advance context-aware mobile experience platform

Weekend exhibit at Sunnybrook Health Sciences Centre looks at the emotional journey of surgery

CBCnews



Autistic designer creates tools for special needs kids

Jason Nolan showed off cardboard creations at Science and Technology Museum
CBC News | Posted: Feb 16, 2014 5:00 AM ET | Last Updated: Feb 16, 2014 10:57 AM ET

HUFFPOST LIVING
CANADA

TORONTO STAR

The Atlantic

Meet the Cute, Wellies-Wearing Wikipedia-Reading Robot That's Going to Hitchhike Across Canada



Awards and Recognition



Martin Antony, (Arts)
RSC Fellow

CRC
PROGRESSION:
2008: 12
2010: 15
2012: 17
2014: TBC



Sepali Guruge (FCS)
New College Member, RSC



Alexandra Mazalek, CRC (FCAD)
New College Member, RSC



Catherine Middleton, CRC (TRSM)
New College Member, RSC



Catherine Beauchemin
(FOS), Early Researcher
Award



Roberto Botelho, CRC (FOS)
Early Researcher Awards



David Naylor (FEAS)
Professional
Engineers Ontario
Research and
Development Award



Ravi Ravindran (FEAS)
2013 MetSoc Award for
Research Excellence



Naomi Koerner (Arts),
Early Researcher Award



Julia Spaniol, CRC (Arts)
Early Researcher Award

Big Wins



MOVEMBER

\$3M

Sepali Guruge,
Josephine Wong (FCS),
Souraya Sidani (FCS)



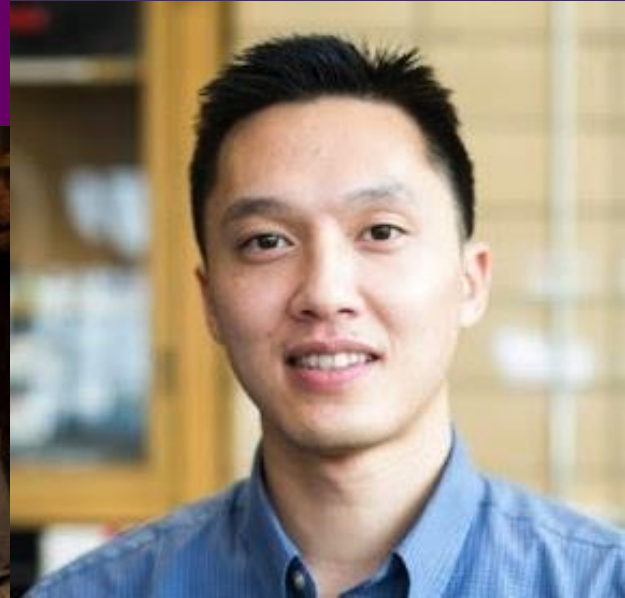
CIHR TEAM GRANTS

\$1.5M each

Trevor Hart (Arts),
Josephine Wong (FCS)



Board of Governors Meeting
November 24, 2014 - Page 122



GRAND CHALLENGES

Stars in Global Health

Scott Tsai (FEAS)

More than 600 jobs created plus opportunities for students

SEB

FELLOWSHIPS FOR
SOCIAL INNOVATION



npower



Mitacs

Summer Company

Innovation across multiple themes



**DIGITAL MEDIA &
TECHNOLOGY**



**ENERGY &
SUSTAINABILITY**



**HEALTH &
WELL BEING**



**TECHNOLOGICAL &
INDUSTRIAL INNOVATION**



**CITY BUILDING &
SOCIAL JUSTICE**



**MANAGEMENT,
ENTREPRENEURSHIP
& COMPETITIVENESS**



**DESIGN, CULTURE &
CREATIVE INDUSTRIES**



**TEACHING & LEARNING
FOR THE NEW ECONOMY**

More than 100 Centres, Institutes & Labs



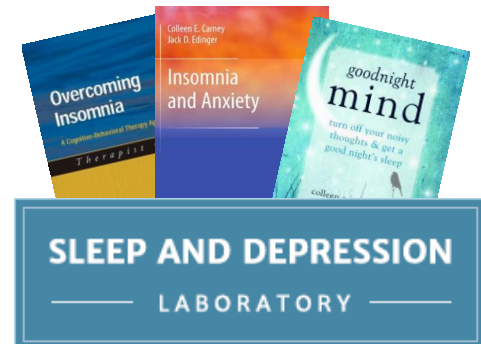
Commercialization & Knowledge Translation

figure¹

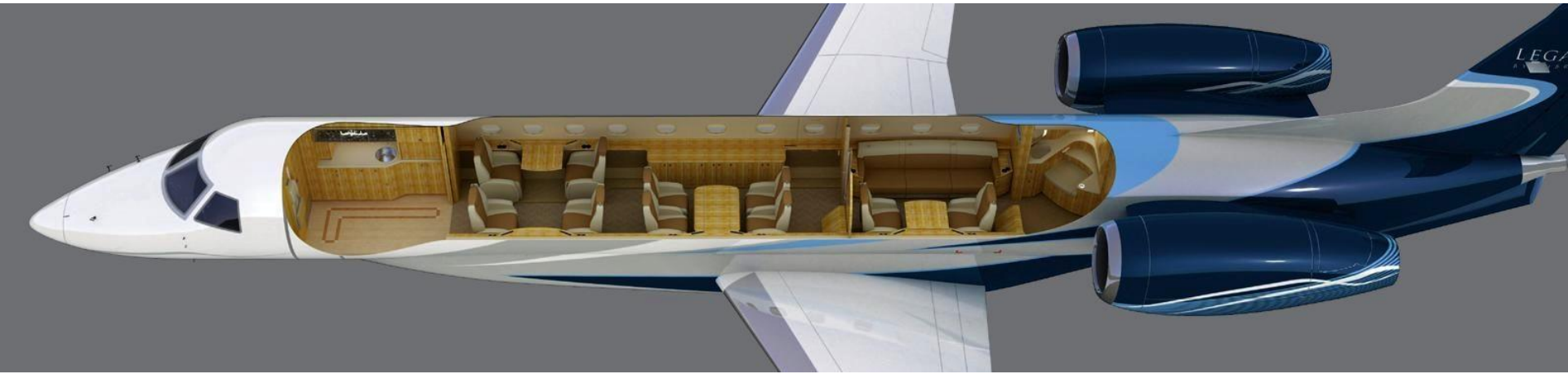
EidoSearch



Out from Under
Disability, History and Things to Remember



Advanced Manufacturing, Design & 3D Printing Lab



BOMBARDIER
AEROSPACE



+ FEAS + TRSM + FCAD + ARTS



Board of Governors Meeting
November 24, 2014 - Page 127



Institutional Awards



RECODE

Fuelling Social Innovation and
Entrepreneurship in Higher Education



Social Innovation

SI Drive

Cities and communities | Education | Environment | Health and social care | Metrics and measurement
Public sector innovation | Scaling impact | Service innovation | Social cohesion | Social economy | Social enterprise
Social innovation | Welfare services



Thank You.



**BOARD OF GOVERNORS MEETING
November 24, 2014**

AGENDA ITEM: Moving People First Through Ryerson

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: Information

SUMMARY:

Presentation on how we are moving People First through Ryerson so that it is not only a strategy but something experienced by employees every day.

BACKGROUND:

The concept stemmed from the Master Plan - thinking about People and putting our People First when planning – be it buildings and the public realm, or policies and procedures. It's grown into a much broader value that we apply to everything we do. In this presentation we will provide a report on the work Human resources is doing, in partnership with many others, to create and sustain a "People First" workplace.

COMMUNICATIONS STRATEGY:

By deploying a number of tactics – recognition and awards, equity, diversity and inclusion activities, providing learning and growth opportunities for career and leadership development.

PREPARED BY:

Name Christina Sass-Kortsak, Assistant Vice President, Human Resources
Date November 17, 2014

APPROVED BY:

Name Julia Hanigsberg, Vice President, Administration and Finance
Date November 19, 2014



Moving People First through Ryerson



Moving People First through Ryerson

**What does
People First
mean?**

For Ryerson



For employees



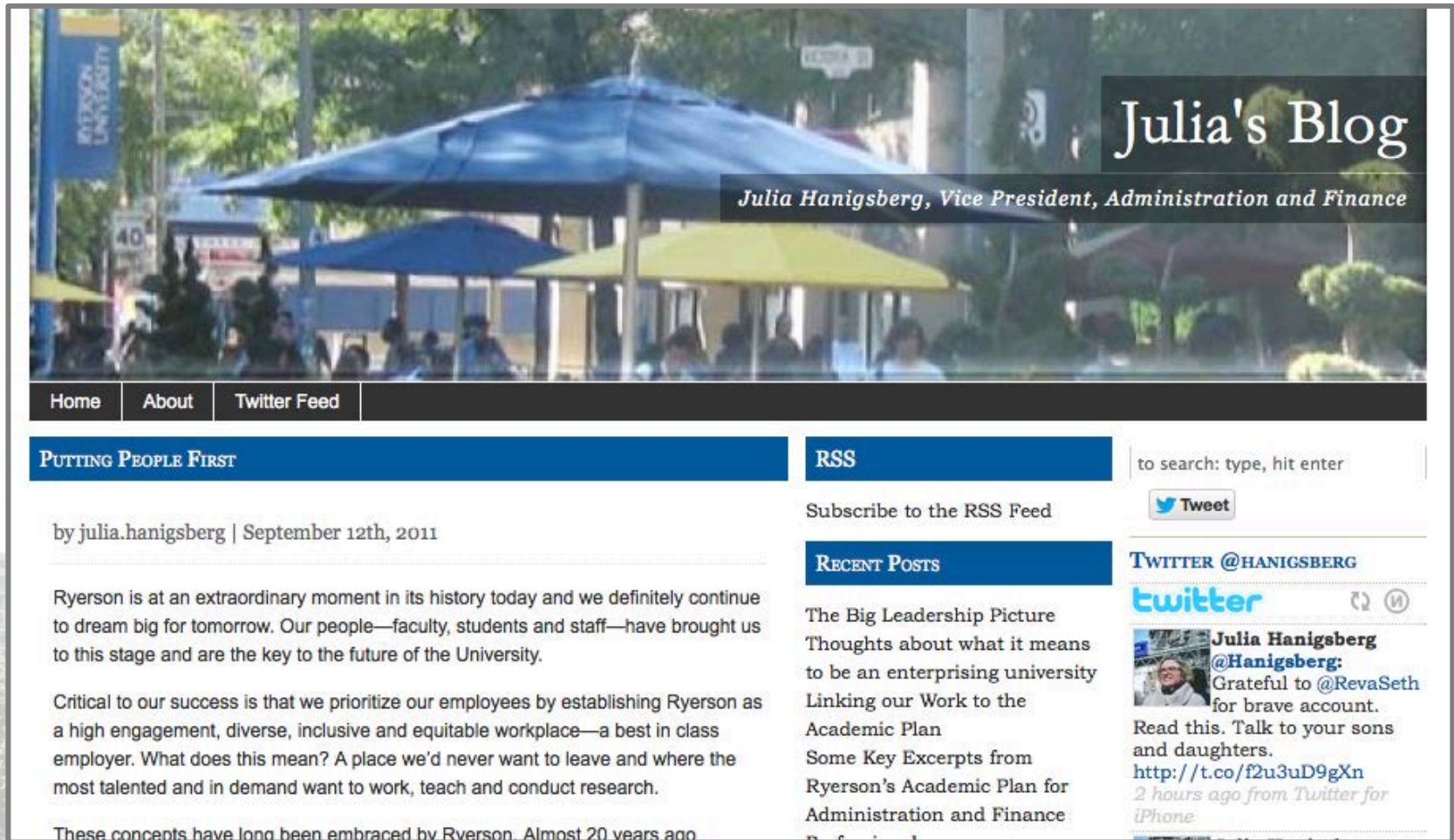
**Who are Ryerson
Employees?**



**What is HR doing to
embed People First?**



People First – September, 2011



The screenshot shows a blog post by Julia Hanigsberg, Vice President, Administration and Finance at Ryerson University. The header features a photo of an outdoor seating area with blue and yellow umbrellas. The blog title 'Julia's Blog' is in the top right. The navigation bar includes 'Home', 'About', and 'Twitter Feed'. The main content area is titled 'PUTTING PEOPLE FIRST' and includes a byline 'by julia.hanigsberg | September 12th, 2011'. The post text discusses Ryerson's commitment to its people. A sidebar on the right contains an RSS feed subscription link, a 'RECENT POSTS' section with a link to 'The Big Leadership Picture', and a Twitter feed snippet showing a tweet from @HANIGSBERG.

Julia's Blog

Julia Hanigsberg, Vice President, Administration and Finance

[Home](#) [About](#) [Twitter Feed](#)

PUTTING PEOPLE FIRST

by julia.hanigsberg | September 12th, 2011

Ryerson is at an extraordinary moment in its history today and we definitely continue to dream big for tomorrow. Our people—faculty, students and staff—have brought us to this stage and are the key to the future of the University.

Critical to our success is that we prioritize our employees by establishing Ryerson as a high engagement, diverse, inclusive and equitable workplace—a best in class employer. What does this mean? A place we'd never want to leave and where the most talented and in demand want to work, teach and conduct research.

These concepts have long been embraced by Ryerson. Almost 20 years ago

RSS

Subscribe to the RSS Feed

RECENT POSTS

The Big Leadership Picture
Thoughts about what it means to be an enterprising university
Linking our Work to the Academic Plan
Some Key Excerpts from Ryerson's Academic Plan for Administration and Finance

to search: type, hit enter

[Tweet](#)

TWITTER @HANIGSBERG

twitter

Julia Hanigsberg
@Hanigsberg:
Grateful to @RevaSeth for brave account.
Read this. Talk to your sons and daughters.
<http://t.co/f2u3uD9gXn>
2 hours ago from Twitter for iPhone

People First – June, 2014

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

- Our Time To Lead, under “Our Values”

What does People First mean for Employees?

- ✓ Valued, respected, recognized
- ✓ Equity, diversity & inclusion
- ✓ Health & well-being
- ✓ Culture of learning & career development

Recognition

- Increase in number and breadth of awards
- Aligned with university values and priorities
- Launch of Recognition and Awards website
- Online nomination portal to make nomination process easier and mostly paperless

Recognition & Awards

AWARDS ▾EVENTS & CELEBRATIONS ▾SERVICE MILESTONES ▾RESOURCESSPOTLIGHT ▾NOMINATE

AWARDS & CELEBRATIONS

President's Blue and Gold Award of Excellence



RECOGNITION TIPS FOR LEADERS

**Get to know your team**

Recognition is most impactful when it is meaningful to an individual. Your acknowledgements will have the best results when you take the time to learn what different people on your team value and how they personally like to be recognized.

**Let others lead**

Who wouldn't like to be perceived as an expert? Ask someone to mentor or coach, demonstrate a solution, or teach a new technique, and you recognize his or her expertise. Look for opportunities for everyone on your team to be the expert at something.

**Celebrate milestones together**

When one of your employees reaches a milestone (e.g. anniversary, years of service or retirement), be sure to acknowledge and celebrate that achievement within your team or department.

**Leverage existing awards and recognition**

You can do this by nominating an employee or team for one of the many [awards available for outstanding achievement](#).

For more recognition tips and ideas visit the [resources page](#).

RECOGNITION & AWARDS CALENDAR

November 2014

Su	Mo	Tu	We	Th	Fr	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

Upcoming Events & Dates

Mon Nov 03 2014

Award Nominations Close

 Significant Dates

Board of Governors Meeting
November 24, 2014 - Page 136

Recognition

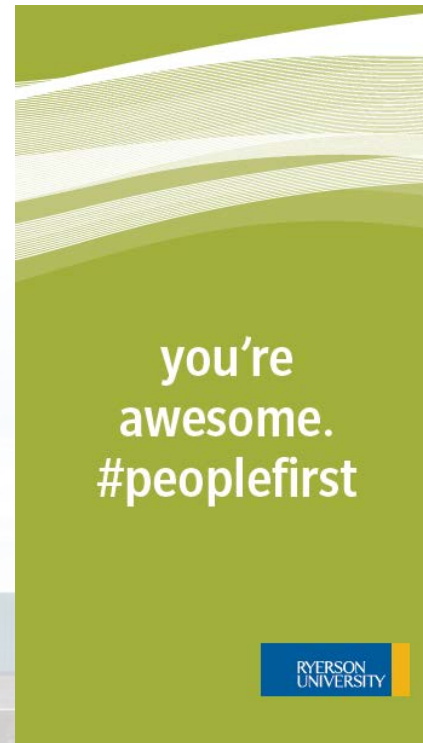
Story



[Ryerson Awards Night 2014 Recap](#)

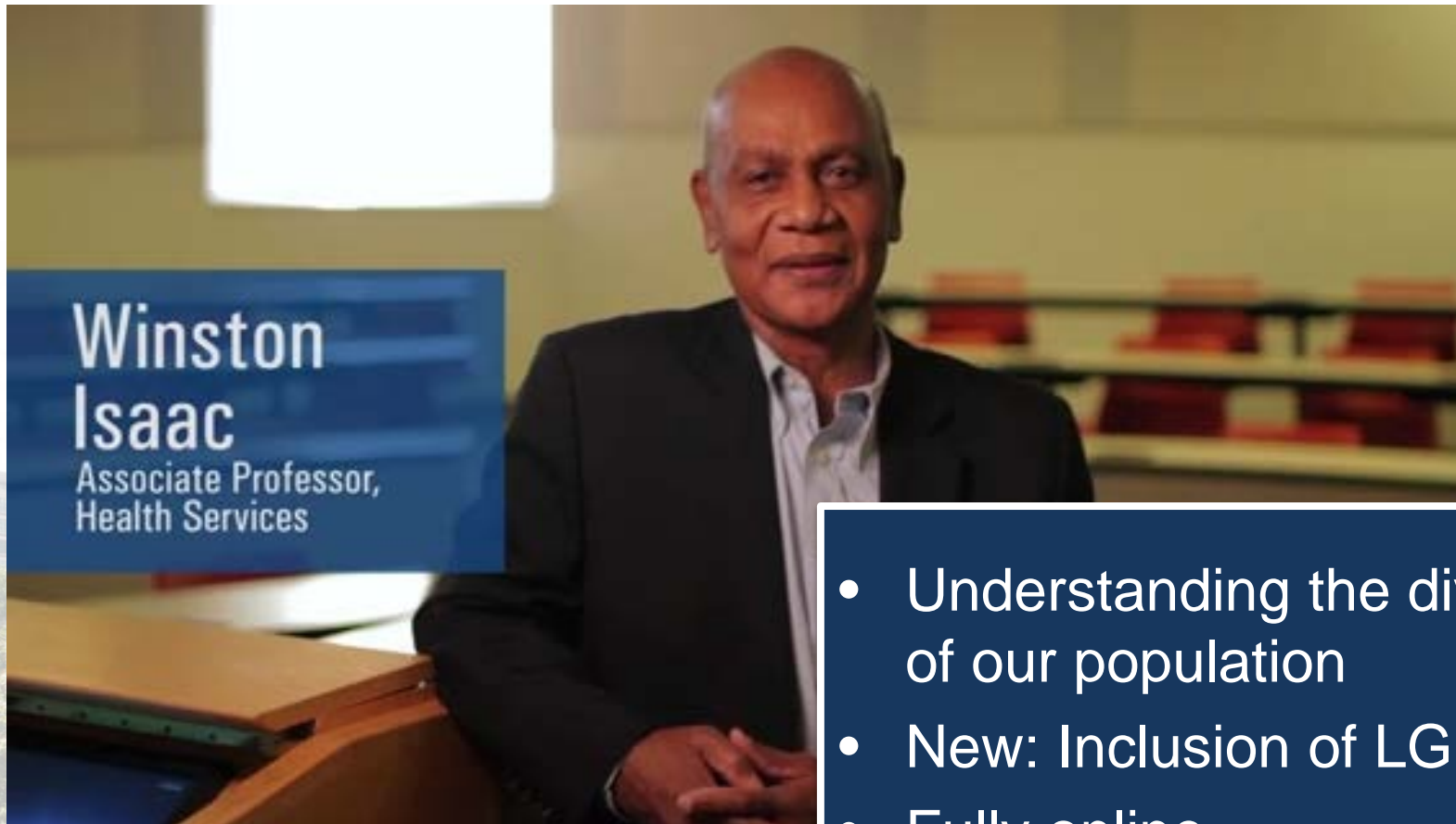
What's next:

Creating a culture of appreciation



Equity, Diversity and Inclusion

Diversity Self-ID



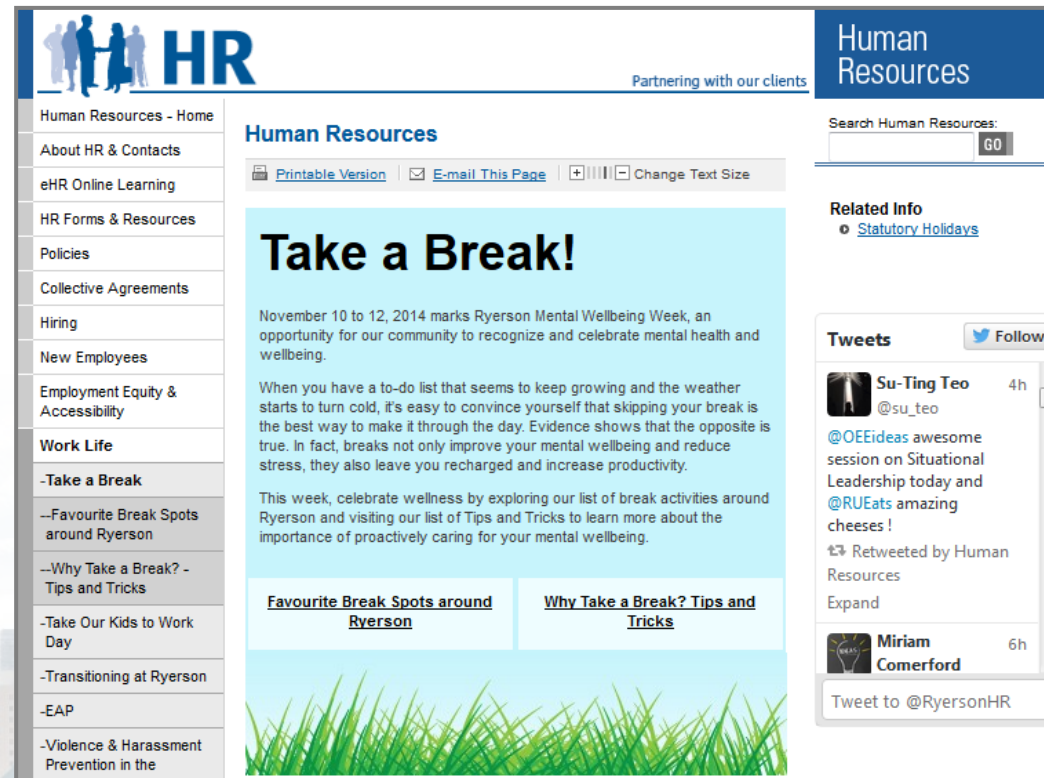
[Diversity Self ID Video](#)

Equity, Diversity and Inclusion

- Accommodation
- Healthy workplace

What's next?

- flexible work guidelines
- training on workplace mental health



The screenshot shows the Ryerson University Human Resources website. The header includes the 'HR' logo and the tagline 'Partnering with our clients'. A sidebar on the left lists various HR topics, with 'Work Life' expanded to show options like 'Take a Break' and 'Favourite Break Spots around Ryerson'. The main content area features an article titled 'Take a Break!' about Ryerson Mental Wellbeing Week, which encourages taking breaks to improve mental health and productivity. The article includes links for 'Favourite Break Spots around Ryerson' and 'Why Take a Break? Tips and Tricks'. A right-hand sidebar contains a search bar, 'Related Info' (including 'Statutory Holidays'), and a 'Tweets' section showing recent tweets from @su_teo and @RUEats.

Human Resources

Partnering with our clients

Human Resources - Home

About HR & Contacts

eHR Online Learning

HR Forms & Resources

Policies

Collective Agreements

Hiring

New Employees

Employment Equity & Accessibility

Work Life

- Take a Break
- Favourite Break Spots around Ryerson
- Why Take a Break? - Tips and Tricks
- Take Our Kids to Work Day
- Transitioning at Ryerson
- EAP
- Violence & Harassment Prevention in the Workplace

Human Resources

Printable Version | E-mail This Page | Change Text Size

Take a Break!

November 10 to 12, 2014 marks Ryerson Mental Wellbeing Week, an opportunity for our community to recognize and celebrate mental health and wellbeing.

When you have a to-do list that seems to keep growing and the weather starts to turn cold, it's easy to convince yourself that skipping your break is the best way to make it through the day. Evidence shows that the opposite is true. In fact, breaks not only improve your mental wellbeing and reduce stress, they also leave you recharged and increase productivity.

This week, celebrate wellness by exploring our list of break activities around Ryerson and visiting our list of Tips and Tricks to learn more about the importance of proactively caring for your mental wellbeing.

[Favourite Break Spots around Ryerson](#)

[Why Take a Break? Tips and Tricks](#)


Human Resources

Search Human Resources: 60

Related Info


- [Statutory Holidays](#)

Tweets Follow

 **Su-Ting Teo** @su_teo 4h
@OEEideas awesome session on Situational Leadership today and @RUEats amazing cheeses!

Retweeted by Human Resources

Expand

 **Miriam Comerford** 6h

Tweet to @RyersonHR

Learning & Growth

Investing in employee development

- > 500 employees taking courses at Ryerson
- > 800 employees participate in workshops
- Supporting team/unit effectiveness
- Collaborating with OPSEU

Leadership development

- Program renewal to support Academic Plan
- What makes a great leader **at Ryerson?**
- Supporting Academic Leadership (with VPFA)
- Diversity in leadership (with EDI)

Learning & Growth - Career Development

Career Conversations



Learning & Growth

Aboriginal Employment at Ryerson

– Building relationships



“Ryerson Works”





TWEETS 1,504 FOLLOWING 196 FOLLOWERS 1,498 FAVORITES 123

Human Resources
@RyersonHR

Ryerson's HR Department: tweets about best practices, important reminders & job vacancies. Building #employeeengagement, partnering to put #PeopleFirst.

Toronto, Ontario
ryerson.ca/hr
Joined April 2010

25 Photos and videos



Tweets Tweets & replies Photos & videos

Human Resources retweeted
Ryerson University @RyersonU · 2h
A new exhibition at @RICgallery celebrates Canadian heritage and the original Winnie the Pooh bear ow.ly/DJNCV

Human Resources @RyersonHR · 6h
Come out to Gould from 11-3 today for some chili & to support the United Way ow.ly/DDR5T

Human Resources @RyersonHR · Oct 31
#Ryerson HR took a trip back to the 80's today. Happy Halloween everyone! ow.ly/i/7qfP

Human Resources retweeted
Ryerson University @RyersonU · Oct 30
Changes in weather can create temperature challenges in our buildings. Please direct heating/cooling issues to ow.ly/BGM9x



John Austin
@RyersonJohn

 Follow

Sending a huge THANKS to all my @RyersonHR pals who are non-stop help in helping me realize my #RyersonSA organizational development goals!





Human Resources @RyersonHR · Jun 2

Acting assistant registrar, enrolment & student fees Kevin Goodchild focuses on the human side of #leadership ryerson.ca/hr/yourHR/mgmt...





Dan Cantiller
@DanCanThinks

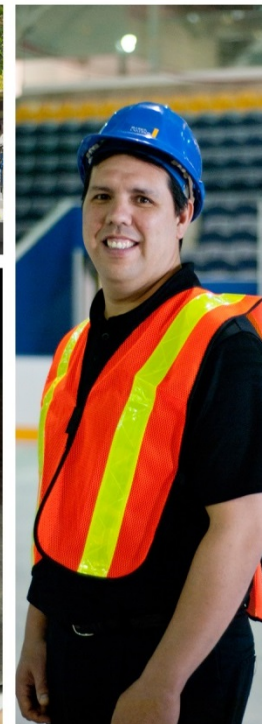
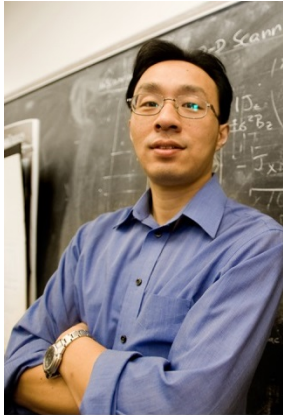
 Follow

@RyersonHR Great read while starting my Monday. Congrats @happily_tweetin!



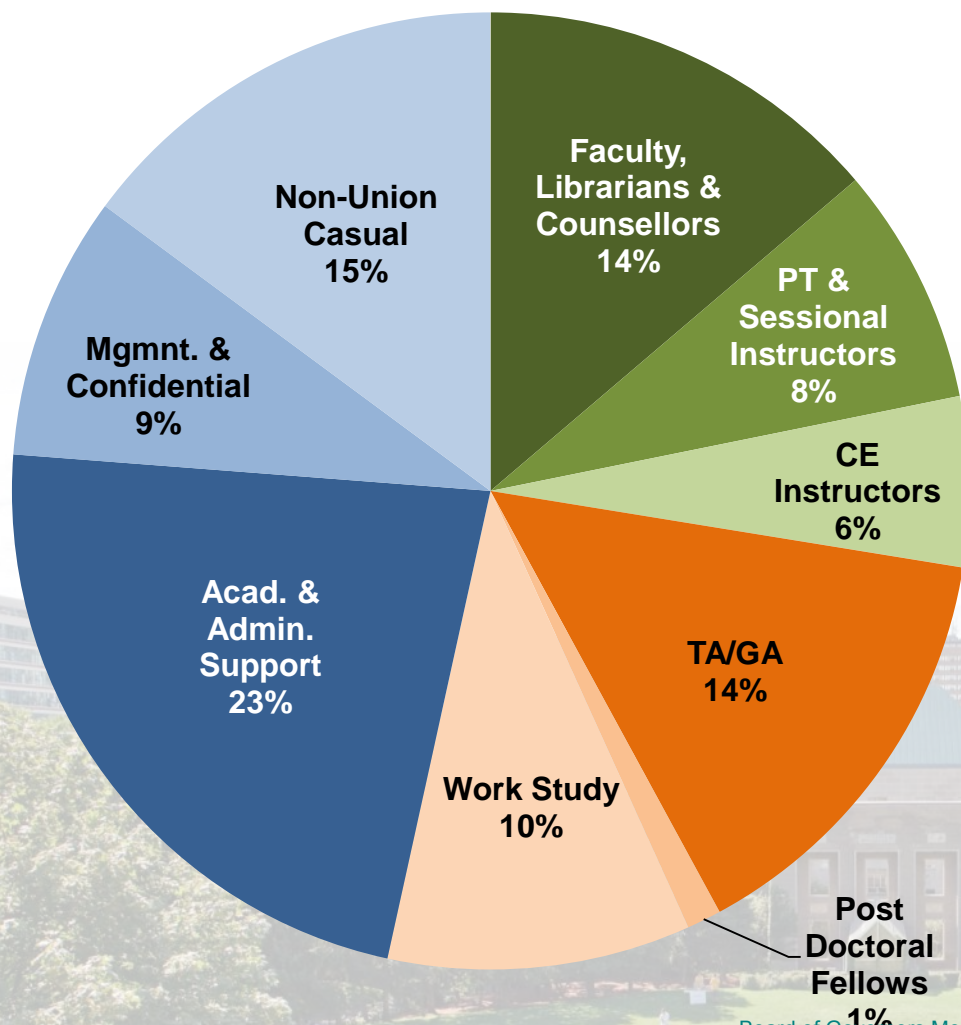
Board of Governors Meeting
November 24, 2014 - Page 143

#Ramily



Appendix A: Who works at Ryerson?

2014 RYERSON HEADCOUNT

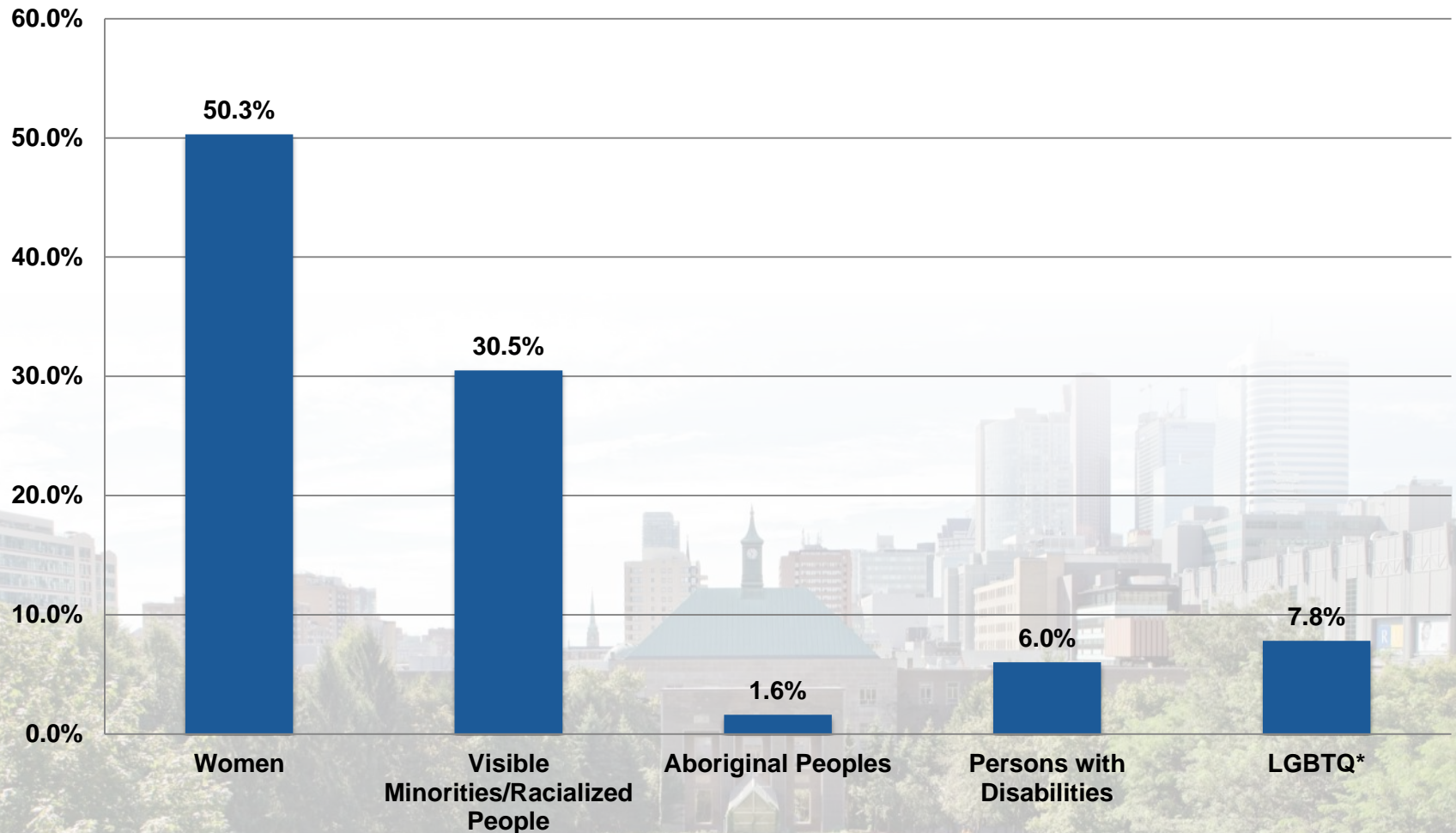


Pay & Benefits
76% of Ryerson expenses

Total Headcount
6,500

Full Time Employees
2,165

Appendix B: Workforce Representation





BOARD OF GOVERNORS
Monday, September 29, 2014
Jorgenson Hall – JOR 1410
380 Victoria Street
5:00 p.m. to 7:30 p.m.

Minutes of a meeting of the Board of Governors of Ryerson University held on Monday, September 29, 2014 at 5:00 p.m. in Jorgenson Hall, JOR-1410.

ATTENDANCE:

Present: J. Fukakusa (Chair), M. Maheux (Vice Chair), M. Al Zaibak, L. Amleh, C.A. Bissonnette, J. Cockwell, M. Dionne, M. Frazer, N. Geist, B. Halilovic, S. Levy, N. Mohamed, B. Richards, H. Rosen, A. Snobar, D. Sookram, R. Traill, J. Vukovic, T. Webb, P. Yaffe

Regrets: L. Bloomberg, K. Varma, C. Hilken

Board Secretariat:

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

Others Attending

M. Lachemi, Provost and Vice President Academic
J. Hanigsberg, Vice President Administration & Finance
A. Kahan, Vice President University Advancement
W. Cukier, Vice President Research and Innovation
E. McGinn, Assistant Vice-President, Communications, Government and Community Engagement
P. Stenton, Deputy Provost and Vice Provost University Planning
M. Ng, Executive Director, Office of the President
S. Zolfagari, Interim Vice Provost Faculty Affairs
D. O'Neil Green, Assistant Vice President and Vice Provost Equity, Diversity and Inclusion
H. Lane Vetere, Vice Provost, Students
J. Winton, Chief Financial Officer and Assistant Vice President Financial Services
C. Sass-Kortsak, Assistant Vice President, Human Resources
E. Stroback, Executive Lead Capital Projects and Real Estate
M. Bountrogianni, Dean, the G Raymond Chang School of Continuing Education
T. Duever, Dean Faculty of Engineering and Architectural Science
D. Heyd, Senior Advisor to the Provost, Academic Space Planning
A. Cavoukian, Executive Director, Ryerson University Institute for Privacy and Big Data
L. Nguyen, Student, Founder of Bodhi Collective
T. Farahani, Strategy Team of the Bodhi Collective
M. Reiss, Student Learning Centre Ambassador Program

1. IN-CAMERA DISCUSSION (Board Members Only)

END OF IN-CAMERA SESSION

3. INTRODUCTION

3.1 Chair's Remarks

Janice Fukakusa opened her remarks by thanking Campus Facilities and Sustainability, Undergraduate Admissions and Recruitment, Ancillary Services, Athletics and the Ryerson Image Centre for a variety of gifts provided for the Board members.

Ms. Fukakusa reminded Board members that Convocation ceremonies are on October 15 and 16 and encouraged Board participation at the ceremonies and the Honorary Doctorate dinners.

Ms. Fukakusa mentioned for the benefit of new Board members several housekeeping issues to do with the Board material, role of Board members, disposal of Board material and the prohibition of recording devices at the Board meeting.

3.2 Approval of the September 29, 2014 Agenda

4. PRESIDENT'S REPORT

The President reported that this would be his last year on the Board and at the University. He updated Board members on the strong participation by faculty and staff at the University Fair; spoke of the 2014 Mandate letters to the Minister of Research and Innovation who is also the Minister of Training, Colleges and Universities.

The President also mentioned incubator ranking and Ryerson's place in the ranking; congratulated Chris Bentley on the Law Practice Program; and spoke of his trip to Cape Breton, London and Palm Springs, and mentioned the great TIFF film about hockey that was screened at Ryerson during the festival.

At this point Phyllis Yaffe left the meeting.

5. SECRETARY'S REPORT

Secretary's Remarks

Julia Shin Doi spoke of participation in Diligent Boardbooks Training session and the Financial Literacy sessions and encouraged Board members to attend the sessions; encouraged participation at the Board Welcome Tour and Dinner on Wednesday, October 22; and the 2014 Conference of Ontario University Board members held in Toronto on November 7 and 8. Ms. Shin Doi reported that the President would be presenting on November 8.

6. REPORT FROM THE PROVOST AND VICE PRESIDENT ACADEMIC

Mohamed Lachemi spoke of his recent highly productive trip to South Africa and reinforced Ryerson's commitment to forging partnerships. The Provost introduced new appointments at the University: Dr. Thomas Duever, Dean of Faculty of Engineering and Architectural Science; Dr. Marie Bountrogianni, Dean of G. Raymond Change School of Continuing Education; Dr. Saeed Zolfaghari, Interim Vice Provost, Faculty Affairs; Dr. Darrick Heyd, Senior Advisor, Academic Space Planning; Dr. Ann Cavoukian, Executive Director, Ryerson University Institute for Privacy and Big Data; and Carrie-Ann Bissonnette, Strategic Project Liaison, Office of the Provost and Vice President Academic.

6.2 Provost's Report - The Academic Year Ahead

The Provost updated Board members on current enrolment figures; the University's Strategic Mandate Agreement proposal; new academic offerings and the Senate Policy reviews and zone learning expansion.

6.3 Academic Plan: Our Time To Lead - 2014-2019

The Provost presented the new Academic Plan to the Board which is to enable greater student engagement and success through exceptional experiences; increase research excellence, intensity and impact; foster an innovation ecosystem and expand community engagement and city building.

There was a brief discussion about the system-wide drop in enrolment and Ministry of Training, Colleges and Universities review of the funding formula.

7. DISCUSSION ITEMS

7.1 Major Capital Expansion

Paul Stenton presented information on the major capacity expansion policy framework; the request for proposal process (RFP); evaluation and selection criteria; the demand for Ryerson's programs. The three main evaluation and selection criteria for the capital expansion RFP are: meeting enrolment demand; demonstrated affordability; and academic and economic considerations.

7.2 Student Learning Centre Update and Presentation

Julia Hanigsberg spoke to the dimensions and complexity of the Student Learning Centre; the occupant groups; the project timelines and the array of needs and uses for the building.

Amy Casey spoke to how engaged students were in the design and use of the space. Carrie-Ann Bissonnette spoke of the methodology used to engage the students in the planning process and the benefits of creating student pride in the new space.

Janice Fukakusa thanked Carrie Ann Bissonnette, Amy Casey and students Linh Nguyen, Tara Farahani, and Mitch Reiss.

7.3 REPORT FROM THE CHAIR OF THE EXECUTIVE COMMITTEE

Janice Fukakusa reported that the Executive Committee, acting on behalf of the Board, approved the Committee Membership Structure for 2014-15 and two Board appointments.

The Committee approved Michele Maheux' recommendation to the Provincial Government for re-appointment to the Board as a Lieutenant-Governor-in-Council member for a third term beginning on December 3, 2014 and ending on December 2, 2017.

Chris Hilkené who is Board-appointed has been approved for re-appointment for a third term to the Board. Chris Hilkené's third term will begin on October 1, 2014 and end on September 30, 2017.

7.4 REPORT FROM THE CHAIR OF THE EMPLOYEE RELATIONS AND PENSION COMMITTEE

Mitch Frazer reported that the Employee Relations and Pension Committee met on Wednesday, September 17, 2014 and recommended filing the January 1, 2014 Ryerson Retirement Pension Plan valuation with the regulators and the approval of Towers Watson for retention as Ryerson's Actuaries for 2015. The Committee briefly discussed the Annual Pension Governance Report and the OMERS Quarterly Fund.

a) Ryerson Retirement Pension Plan Valuation Report and Filing of Report with Regulators

It was moved, seconded and carried:

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, 2014, be approved for filing with the regulatory authorities by September 30, 2014.

b) Appointment of the Actuary for the Ryerson Retirement Pension Plan

It was moved, seconded and carried:

BE IT AND IT IS HEREBY RESOLVED:

THAT Towers Watson be retained as Actuary for the Ryerson Retirement Pension Plan (RRPP) for the calendar year 2015.

8. CONSENT AGENDA

Approval of the June 23, 2014 Minutes

The minutes were approved as presented.

Janice Fukakusa reported that Lawrence Bloomberg's mother-in-law had died and provided details of the funeral for those Board members who would like to offer their condolences.

Nadir Mohamed asked the Board to consider two questions: (1) How does the University see technology affecting future physical space? and (2) Are there any assets that the University can dispose of to use for

investment capital?

9. TERMINATION



**FINANCE COMMITTEE MEETING
November 17, 2014**

AGENDA ITEM: First and Second Quarter Financial Statements

STRATEGIC OBJECTIVES

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

ACTION REQUIRED: Approval

SUMMARY: Ryerson's first and second quarter financial statements indicate that Ryerson is on track to meet the 2014/15 approved budget except for the item listed below:

\$m	6 Mon Budget	6 Mon Actual
Revenue less expenses	(1.3)	6.9
LESS:		
Unrealized gains on SWAPs (note 1)		(4.4)
Adjusted Revenue less expenses	(1.3)	2.5

1. Unrealized losses of \$4.4 million on the two interest rate swaps (TD & BMO) are due to an decrease in interest rates. These are similar to breakage costs and would only become due if Ryerson decided to unwind the SWAPs

Highlights:

- Endowment fund is now \$106.5 million.

Attached:

- First and second quarter financial statements (unaudited) with variance and projection.

BACKGROUND:**COMMUNICATIONS STRATEGY: NA****PREPARED BY:**

Name Janice Winton, Chief Financial Officer

Date November 10, 2014

APPROVED BY:

Name Julia Hanigsberg, Vice President Administration and Finance

Date November 11, 2014

Financial Statements
October 31, 2014
(unaudited)

Ryerson University
CONSOLIDATED BALANCE SHEETS

[amounts in thousands]

	3 Months Ended July 31, 2014 (Unaudited) \$	6 Months Ended October 31, 2014 (Unaudited) \$	Year Ended April 30, 2014 (Actual) \$	2014-15 Projected	Comments
ASSETS					
Current					
Cash, cash equivalent & short term investments	93,152	174,172	166,489	119,279	Cash + Investments together are consistent with prior year's seasonal trend & the Capital Plan
Accounts receivable	39,473	99,836	23,357	25,000	Seasonal pattern consistent with prior years
Prepaid expenses	1,918	1,410	3,749	3,800	Seasonal pattern consistent with prior years
Inventories	3,951	3,390	1,279	1,300	Seasonal pattern consistent with prior years
Current portion of long-term note receivable	209	227	353	234	Student Campus Centre
Total current assets	138,703	279,035	195,227	149,613	
Investments (for capital purposes)	232,999	203,046	206,872	214,999	Cash + Investments together are consistent with prior year's seasonal trend & the Capital Plan
Employee future benefits - pension	99,758	99,758	99,758	99,758	Analysis done by actuaries at year end
Long-term note receivable	6,172	5,794	6,215	5,677	Student Campus Centre
Capital assets, net	957,434	971,239	956,075	992,446	Capital Plan
Total Assets	1,435,066	1,558,872	1,464,147	1,462,493	
LIABILITIES AND NET ASSETS					
Current					
Accounts payable and accrued liabilities	54,677	57,814	66,799	68,000	Seasonal pattern consistent with prior years
Deferred revenue	1,969	126,380	14,047	14,000	Reflects variations in the timing of government grants
Current portion of long-term debt	5,638	5,720	13,244	5,888	Includes repayment of \$8.25M Loblaw promissory note July 2014.
Current portion of fair value of interest rate swap	7,363	7,710	6,840	7,710	Reflects current portion of SWAP at fair value per CICA standards
Total current liabilities	69,647	197,624	100,930	95,598	
Employee future benefits - other	23,329	23,329	23,329	23,329	Analysis done by actuaries at year end
Long-term debt	178,576	177,163	180,016	174,128	Reflects BMO & TD loan.
Fair value of interest rate SWAP	30,949	32,361	28,808	32,361	Reflects SWAP at fair value per CICA standards
Deferred revenue contributions	52,332	53,047	57,037	60,000	Externally restricted grants and donations received in advance of expenditures
Deferred capital contributions	197,936	197,808	199,519	194,690	Externally restricted grants and donations for capital purposes, amortized over the life of the assets
Total Liabilities	552,769	681,332	589,639	580,106	
Net assets					
Endowments	106,031	106,464	105,915	107,079	Donations and matching grants
Other	776,266	771,076	768,593	775,308	See statement of Net Assets attached
Total net assets	882,297	877,540	874,508	882,387	
Total Liabilities and Net assets	1,435,066	1,558,872	1,464,147	1,462,493	

Ryerson University
CONSOLIDATED STATEMENT OF
OPERATIONS

[amounts in thousands]

	3 Months Ending July 31, 2014 (Actual) Q1 \$	6 Months Ending October 31, 2014 (Budget) Q2 \$	6 Months Ending October 31, 2014 (Actual) Q2 \$	Variance (Actual - Budget) \$	2014/2015 Projected \$	Comments
REVENUE						
Operating grants	65,503	132,242	132,608	366	269,685	Government grants not finalized;
Student Fees	64,698	125,734	129,134	3,400	258,227	Reflects increased enrollment
Sales and services	5,731	17,688	17,043	(645)	34,087	Consistent with budget
Donations recognized	646	2,280	1,546	(734)	4,800	Reflects timing recognition of revenues to match expenses incurred
Amortization of deferred capital contributions	2,012	4,000	4,147	147	8,800	Amortization of contributions for capital projects over life of assets
Investment, and Other Income	2,696	2,287	5,420	3,133	9,900	Includes various growth - conference income, affinity income etc.
	141,286	284,231	289,899	5,668	585,499	
EXPENSES						
Salaries and benefits	91,694	190,198	188,326	1,872	380,000	Expenses on track to date
Materials, supplies, repairs and maintenance	26,135	60,888	61,142	(254)	123,000	Expenses on track to date
Bursaries and scholarships	5,027	16,538	17,134	(596)	35,000	Expenses on track to date
Interest	2,296	4,899	4,602	297	9,200	Expenses on track to date
Amortization of capital assets	5,797	13,000	11,707	1,293	27,000	Amortization of Capital Assets over the life of the assets
	130,949	285,523	282,911	2,612	574,200	
Revenue less expenses before unrealized loss on SWAP	10,337	(1,292)	6,988	8,280	11,299	
Unrealized (loss) gain on SWAP	(2,664)		(4,423)	(4,423)	(4,423)	Includes TD & BMO SWAP's - reflects change in market conditions
Revenue less expenses	7,673	(1,292)	2,565	3,857	6,876	

CONSOLIDATED STATEMENT OF CHANGES IN NET ASSETS

For the Period Ended October 31, 2014
(with comparative figures at April 30, 2014)

	Unrestricted **	Investment in Capital Assets	Employee Future Benefits	Internally Restricted Carry Forwards	Net Assets before Endowments	Endowments	October 2014 Total	April 2014 Total
	\$	\$	\$	\$	\$	\$	\$	\$
Net assets, beginning of year	(104,608)	568,052	76,429	228,720	768,593	105,915	874,508	823,058
Revenue less expenses	10,125	(7,560)	-		2,565		2,565	42,957
Capitalization of investment income in endowments	(82)				(82)	102	20	5,352
Endowment contributions					-	447	447	932
Employee Future Benefits Remeasurements			-		-		-	2,209
Net Change in net assets invested in Capital Assets	(34,472)	34,472						
	-							
Net Assets	(129,037)	594,964	76,429	228,720	771,076	106,464	877,540	874,508

**** Unrestricted deficit of \$129.0 m includes fair value of 2 SWAPS of \$40.1m; purchase of 222 Jarvis of \$34m; 105 Bond St of \$14.5m, \$25m of the SLC and a portion of the Sam's properties.**

Ryerson University
CONSOLIDATED STATEMENT OF CASH FLOWS
[amounts in thousands]

	Period Ended July 31, 2014	Period Ended October 31, 2014	Year Ended April 30, 2014	2014-2015 (Projected)	Comments
	(Actual)	(Actual)	(Actual)		
	\$	\$	\$	\$	
OPERATING ACTIVITIES					
Revenue less expenses	7,673	2,565	42,957	6,876	See Statement of Operations
Add (deduct) non-cash items					
Amortization of capital assets	5,797	11,707	26,763	27,000	
Amortization of deferred capital contributions	(2,012)	(4,147)	(8,642)	(8,800)	
Change in fair value of interest rate swap	2,664	4,423	(14,890)	4,423	Per CICA standards; reflects change in market conditions
Unrealized loss (gain) on investments	(3,032)	(1,190)	(435)	(1,190)	Capitalized in endowments
Employee future benefits contributions	-	-	(18,502)		Analysis done by actuaries at year end
Employee future benefits expense	-	-	17,574		Analysis done by actuaries at year end
Net change in deferred revenue contributions	(4,705)	(3,990)	12,194	2,963	Reflects timing variations of externally restricted grants and donations received vs. spent
Net change in non-cash working capital balances	(41,157)	27,097	8,278	(561)	
INVESTING ACTIVITIES	(34,772)	36,465	65,297	30,711	
Decrease (increase) in note receivable	187	547	(229)	657	
Acquisition of capital assets	(7,156)	(26,871)	(46,320)	(63,371)	Capital plan
Decrease (Increase) in investments	(23,095)	5,016	(5,292)	(8,127)	Reflects variations in the timing of Capital Plan expenditures vs. the cash inflow of the various funding sources
Cash used in financing and investing activities	(30,064)	(21,308)	(51,841)	(70,841)	
FINANCING ACTIVITIES					
Contributions received for capital purposes	429	2,436	6,614	5,000	Capital plan including SLC
Endowment contributions	116	447	932	1,000	
Capitalization of investment income (loss) in endowments	-	20	5,352	164	
Increase in Debt Financing	-	-	11,200		
Repayment of long-term debt principal	(9,046)	(10,377)	(1,976)	(13,244)	Includes repayment of \$8.25M Loblaw promissory note July 2014
Cash used in financing activities	(8,501)	(7,474)	22,122	(7,080)	
TOTAL CASH, CASH EQUIVALENT & SHORT TERM INVESTMENTS					
Total Net increase (decrease) in cash & short term during the year	(73,337)	7,683	35,578	(47,210)	
Cash cash equivalents,& short term beginning of year	166,489	166,489	130,911	166,489	
Cash, cash equivalents,& short term end of year	93,152	174,172	166,489	119,279	

DRAFT RESOLUTION

RE: First and Second Quarter Financial Statements

BE IT AND IT IS HEREBY RESOLVED:

That the First and Second Quarter Financial Statements be approved as presented.

November 24, 2014



BOARD OF GOVERNORS MEETING
MONDAY, NOVEMBER 24, 2014
IN CAMERA

AGENDA ITEM: Appointment of the Interim Vice President Administration and Finance

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: Approval

SUMMARY:

In order to provide continuity in the Vice President Administration and Finance portfolio, and to assure that current projects and ongoing university operations continue to work effectively, the President wishes to appoint Janice Winton as Interim Vice President Administration and Finance, effective December 1, 2014.

Janice Winton will continue in the position until a new Vice President Administration and Finance has been appointed.

BACKGROUND:

Attached you will find Janice Winton's curriculum vitae.

COMMUNICATIONS STRATEGY:

Communications to the Ryerson University Community will take place as soon as possible. External communications to be advised.

PREPARED BY:

Name: Catherine Redmond

Date: November 24, 2014

APPROVED BY:

Name: Sheldon Levy, President and Vice Chancellor

Date: November 24, 2014

Janice Winton was hired as Executive Director of Finance in 1991 and named Chief Financial Officer (CFO) in January 2012.

In addition to her formal role at Ryerson, Janice has served on numerous committees across the university and actively contributed to the well-being of her profession. In 2001, she chaired the annual conference of the Canadian Association of University Business Officers, hosted by Ryerson. She has also been both chair of the Council of Finance Officers – Universities of Ontario (COFO-UO) and a member of many of its committees. In 2012 she was honoured by COFU-UO with its Distinguished Leadership Award.

She is a Chartered Professional Accountant, a Ryerson Business graduate and holds a Master of Education (Higher Education) from the University of Toronto.

Raised in the Bahamas, Janice's first career was as a registered nurse. Before coming to Ryerson she held a number of finance and accounting positions including Vice President of Finance at York Finch General Hospital.

DRAFT RESOLUTION

RE: Appointment of Interim Vice President, Administration and Finance

BE IT AND IT IS HEREBY RESOLVED:

THAT Janice Winton be appointed Interim Vice President, Administration and Finance, effective December 1, 2014 and continue in this position until such time as the Vice President Administration and Finance is appointed.

November 24, 2014

RYERSON ACHIEVEMENT REPORT

A sampling of appearances in the media by members of the Ryerson community for the November 2014 meeting of the Ryerson Board of Governors.

Celebration points

Recent University accomplishments to celebrate:

Ryerson has been named Top Undergraduate University of the Year according to the annual ranking of Canada's Top 50 Research Universities, prepared by Research Infosource.

Ryerson's research funding increased 12.9 percent from 2012 to 2013, in sharp contrast to the national average (1.1 percent) and 10th best in Canada.

<http://ryerson.ca/ryersontoday/data/news/2014/10/20141020-ryerson-named-canadian-research-university-of-the-year-by-research-infosource.html>

In the 2015 Maclean's ranking of universities Ryerson jumped from 12th to 8th nationally in reputation, the first time the University has cracked the top 10 in this category.

Ryerson was also tied 8th overall among comprehensive universities.

<http://ryerson.ca/ryersontoday/data/news/2014/10/20141031-ryerson-cracks-macleans-top-10-in-reputation.html>

In the media

The Toronto Star reported that Mayor-elect John Tory named **President Sheldon Levy** to his transition advisory council <http://on.thestar.com/1nPmj2>. The item also appeared in Metro News, CP24 <http://bit.ly/10yqMnX>, Now Magazine, CTV <http://bit.ly/1wFwkZw> and Zoomer Radio.

Maclean's reported that Ryerson moved up four positions to 8th overall in the national reputational rankings, and two places to 8th in its category of comprehensive universities quoting **President Levy**. <http://bit.ly/1zNLcJa>.

President Levy spoke to the Globe and Mail about the common ingredients of an innovator <http://bit.ly/1rFIKPa>.

A Blackburn News article on the Magnet network, A Ryerson-based initiative that matches jobs to job seekers, quoted **President Levy** <http://bit.ly/1tT1Nbp>. **President Levy** was also quoted in Northern Ontario Business <http://bit.ly/1rQXISN>. A similar item appeared in SooToday.com <http://bit.ly/1xKjJ9l>. He also spoke about the Magnet network to Inside Belleville <http://bit.ly/YhPBm5>, an item picked up by MyKwartha.com and Wawa-News.com. The item was pitched by Public Affairs.

A Live Eye segment for CityTV's Breakfast Television featured interviews with **Mohamed Lachemi**, provost and vice president academic <http://bit.ly/1IC52AH>, **Joshna Maharaj**, executive chef and assistant director, Food Services <http://bit.ly/1CxrRuC>, **Christina Halliday**, director of Student Learning Support, <http://bit.ly/1tyl1IU>, the Ryerson Rams women's and men's basketball teams <http://bit.ly/1t3o4yB> and the Ryerson Dance Pack <http://bit.ly/WkvW49>. The coverage was pitched by Public Affairs.

The New York Times profiled Ryerson's Student Learning Centre as a "library with urban ambitions" <http://nyti.ms/1xdz5Un>. The Times also reported on the real estate program at Ryerson, quoting **Cynthia Holmes** <http://nyti.ms/1pGRFu4>.

The National Post reported on the Ryerson honorary doctorate awarded to **Hayley Wickenheiser**, an item pitched by Public Affairs <http://bit.ly/1qoBtiE>. The item was pitched by Public Affairs.

Heather Lane Vetere, vice-provost for students, spoke to CityTV's Breakfast Television about what students can expect in their first year.

A Toronto Star piece on eight reasons to love Toronto by columnist Christopher Hume mentioned Ryerson's Student Learning Centre <http://on.thestar.com/1tEt7JO>.

The Vancouver Sun reported on research led by **Sepali Guruge**, Nursing, on the issue of mental illness among Asian men <http://bit.ly/1t8Rb56>.

The Toronto Star quoted **Cheri Bradish**, TRSM, on the legacy of NBA player Steve Nash <http://on.thestar.com/10fdqfv>. She spoke to the Globe and Mail about the Toronto Raptors brand <http://bit.ly/1vfmtpg>.

Ivor Shapiro, chair, Journalism, spoke to the Toronto Star about internships at the Q radio show <http://on.thestar.com/1wX2Msi>. Related coverage included CityNews Toronto, CTV News, CP24, Guelph Mercury, 680 News and 570 News. He was quoted in Bloomberg News and the Globe and Mail about the impact of the Postmedia-Sun deal on journalism in Canada, as an expert pitched by Public Affairs <http://bit.ly/1uFpcMa>.

Chris MacDonald, TRSM, was quoted in the Globe and Mail about public personalities' private lives <http://bit.ly/1tz33iK>. He also contributed a piece to Canadian Business on fame and ethical blind spots, and commented in the Toronto Star about the Rate My Classmate site <http://on.thestar.com/1Df5dqe>. The item also appeared in Metro News, Waterloo Region Record and Brampton Guardian.

Municipal election coverage included commentary by a number of Ryerson faculty experts identified by Public Affairs:

Patrice Dutil, Politics, spoke to Le National and Radio-Canada regarding the Toronto mayoral election. Video: <http://bit.ly/1wFybxv>.

The Globe and Mail quoted **Duncan MacLellan**, Politics, in an article about voting for school trustees <http://bit.ly/1wBwaEi>.

Myer Siemiatycki, Politics, spoke to OMNI News about the mayoral election result. He spoke to the Torontoist about his study on visible minority turnout at municipal elections <http://bit.ly/1tNHQ6e> and the Washington Post article about Rob Ford being accused of illegal campaigning <http://bit.ly/1rpoXza>. He commented in the Toronto Star about Rob Ford being kicked out of three advance polling stations <http://on.thestar.com/1yamaiJ> and was quoted in another Star article on strategic voting: <http://on.thestar.com/1t2aTkx>. He was quoted in the Toronto Star and Metro News about turnout at advance polls in the municipal election. He was quoted in the Guardian UK about Doug Ford entering the Toronto mayoralty race <http://bit.ly/1oOCXSx>. He spoke to the Canadian Press in reaction to the ongoing Ford saga, an item picked up by CTV News <http://bit.ly/1q725DF>, CityNews Toronto, 680 News, Chronicle Herald, Maclean's <http://bit.ly/1AQbKoo>, Yahoo! News. He commented on Global News Toronto, the Huffington Post and CBC News about Rob Ford's cancer diagnosis. He commented in the Globe and Mail about transit as an election issue <http://bit.ly/1Bml8Bh>. He also spoke to the National Post, City News, Global News, and CTV News about the election results, and commented on Rob Ford's term as mayor in the Canadian Press, an item picked up by CBC News, Huffington Post, and Yahoo! He was quoted in a Canadian Press article about Rob Ford vowing to make a comeback <http://bit.ly/1tE7QQW>.

CBC News spoke to Professors **Paul Bedford** and **Murtaza Haider** about the Toronto mayoral candidates' plans for transit <http://bit.ly/1yjZdtw>. A similar item appeared in Yahoo! News <http://yhoo.it/1rgeVO9>. Professor Haider also appeared on TVO's the Agenda discussing Toronto demographics, video: <http://youtu.be/EdMTNlf7Mok>. He contributed a piece to the Huffington Post on transit plans <http://huff.to/1oiQAtd>, and spoke to CBC.ca, Zoomer Radio, the Toronto Star and Sing Tao Daily about Rob Ford's transit plan <http://on.thestar.com/1oCSt34>. He contributed a piece on transit changes to the Toronto Star <http://on.thestar.com/1tAgcHU>.

Neil Thomlinson, Politics, was quoted in the Globe and Mail about influential women endorsing Olivia Chow <http://bit.ly/1D0CcP3>.

Colleen Carney, Psychology, spoke to CBC News about the impact of time change <http://bit.ly/1wUflVg>. Similar items appeared in Yahoo! News, DailyMe, Global News, 660 News and Canada Standard. A Daily Mail UK article on a drug-free way to fight depression referenced her research on insomnia and depression <http://dailym.ai/11iv5UI>.

Irene Berkowitz, MBA program, spoke to Wire Report about a new era in online TV in Canada.

IT World Canada reported on a national big data talent gap survey launched by the Big Data Consortium led by Ryerson, an item pitched by Public Affairs <http://bit.ly/1xlsYDz>.

The Kingston Whig-Standard reported on scholarly research on John A. Macdonald, mentioning Professors **Patrice Dutil** and **Roger Hall** <http://bit.ly/1upjGP8>.

Global News spoke to **Raktim Mitra**, Urban Planning, on the topic of traffic and the Don Valley Parkway.

Broadcaster profiled the new Allan Slaight Radio Institute at Ryerson, an item pitched by Public Affairs <http://bit.ly/1zQlvqa>.

Billboard quoted **Marusya Bociurkiw**, RTA, on the topic of the Jian Ghomeshi scandal <http://bit.ly/1paC7pp>

CityTV's Breakfast Television featured Ryerson's "Name Your Seat Campaign" at the Mattamy Athletic Centre.

Ramona Pringle, RTA, appeared on TVO's The Agenda discussing wearable technologies and again on 'digital lives' featuring her 'Avatar Secrets' documentary <http://bit.ly/1tzoION>.

Greg Elmer, RTA, spoke to the Canadian Press about the Jian Ghomeshi scandal. Pick-ups included CTV News <http://bit.ly/1wDpOSe>, Metro News, Globe and Mail, Global News, CP24 and Hamilton Spectator.

The Toronto Star reported on the Jack Layton Memorial Lecture featuring Calgary mayor Naheed Nenshi <http://on.thestar.com/1rCGdB2>.

The University of Queensland profiled the Global Campus Network, a Ryerson initiative, where journalism students reported on the G20 summit <http://bit.ly/1vk3aLC>.

Gabor Forgacs, Hospitality and Tourism Management, was quoted in a Globe and Mail article about the sale of the Royal York hotel <http://bit.ly/10yqPQU>.

Cecile Farnum, communications and liaison librarian, was quoted in an Inside Higher Ed article entitled "Like an Open Book" <http://bit.ly/1tx6PtK>.

Tech World quoted **Valerie Fox**, DMZ, in an article about the business incubator <http://bit.ly/1tqJEA8>.

Martin Antony, Psychology, was quoted in Men's Health Italia on taking control of various situations <http://bit.ly/1rsH2wj>.

Tech Vibes profiled the youngest member of the DMZ, **Abi Smithson** <http://bit.ly/1pFDJ5a>.

blogTO reported on Ryerson's unveiling of plans for a major development on Church St. <http://bit.ly/1vN3CWC>. Similar items appeared in CityNews Toronto, the Torontoist, Urban Toronto <http://bit.ly/ZIXfGN>, Eastern Construction, Yonge Street Media and Canadian Interiors <http://bit.ly/1DDQyVM>. The item was pitched by Public Affairs.

Nick Bellissimo, Nutrition, spoke to CTV News about his research pertaining to children's appetites after playing video games <http://bit.ly/1tePkgB>. He was also quoted in Arcade Sushi <http://bit.ly/12i3ldN> and Medical Xpress <http://bit.ly/1sYXTgy>. The item was pitched by Public Affairs. He also spoke to the Toronto Star about school policies for food allergies <http://on.thestar.com/1uFq43t>.

TVO's The Agenda profiled **O'Neil Edwards**, director, Spanning the Gaps, an access to postsecondary education program, in a segment on the revitalization of Regent Park <http://tvo.org/video/207746/regent-park-rebuild>

The Globe and Mail profiled **Joshna Maharaj**, executive chef, Food Services, <http://bit.ly/1wnYDtI>. Alternatives Journal reported on the transformation of food on campus, as did the Toronto Star.

The Star Business Club quoted Professors **Shavin Malhotra**, **Neil Wolff** and **Steve Tissenbaum** on the topic of the Canadian e-bike market <http://on.thestar.com/1x8oGVG>

Jean Golden, Sociology, was quoted in the Toronto Star on fashion and feminism.

The Financial Post quoted **Linying Dong**, ITM, in an article on the long-term success of companies.

China News reported on research by Professors **Sui-Sui** and **Horatio Morgan** on the subject of immigrant-owned businesses.

Professor Emerita **Catherine Frazee** spoke to the CBC News Network about the Supreme Court's hearing of a landmark assisted suicide case. The segment aired in Cape Breton, Sudbury, Winnipeg, Gander, Saskatoon, Edmonton, and Whitehorse. She contributed a piece on assisted suicide to the Chronicle Herald <http://bit.ly/1sJ562M>.

The Times of India quoted **Kimberly Bates**, director, MBA, TRSM, on leadership avenues <http://bit.ly/1rX1jtU>.

The Pittsburgh Post-Gazette quoted **Ratna Omidvar**, executive director of the Ryerson Maytree Global Diversity Exchange, in an article about multicultural Toronto <http://bit.ly/1zgSeWC>.

Global News spoke to **Paul Walsh**, Aerospace Engineering, about wind tunnels created by skyscrapers.

A Maclean's article on high-tech cheating quoted **Giselle Basanta**, director, academic integrity.

Inside Toronto featured Ryerson's Mattamy Athletic Centre <http://bit.ly/1vUVDIc>.

Ann Cavoukian, executive director of the Privacy and Big Data Institute at Ryerson, spoke to Global Toronto about data breaches: <http://bit.ly/1yRDCfh>. She was quoted in the Toronto Star about Rob Ford's privacy being breached, an item also picked up by Metro News <http://on.thestar.com/1ut6pic>. She spoke to Global News about the need for stronger systems to protect health records <http://bit.ly/1yRDCfh>. She commented in the Huffington Post about retinal scan <http://huff.to/1wtvVJN>, an item picked up by ABC News <http://abcn.ws/1reKnjk>.

Bloomberg Businessweek reported on the partnership between BSEI, Ryerson and SFU to advance development of innovative technologies in Canada and India <http://buswk.co/Zxnr7s>.

Canadian Lawyer magazine quoted General Counsel **Julia Shin Doi** on the growing prominence of Ryerson, its legal department, LPP program and DMZ <http://bit.ly/1nqf6h0>

Alison Kemper, TRSM, contributed a piece to the Guardian UK about cities and businesses as allies in the battle against climate change <http://bit.ly/1v7Tyar>

Nancy Walton, Nursing appeared on CTV News regarding WHO recommendations toward the Ebola outbreak <http://www.ctvnews.ca/video?clipId=453077>.

Tech in Asia reported on the five startups from India to be incubated at the DMZ <http://bit.ly/1Dbt6iE>.

Wendy Cukier, vice president of research and innovation, and co-founder of the Coalition for Gun Control, spoke to the New York Daily News about the massacre at l'Ecole Polytechnique in 1989 <http://nydn.us/1sFCbxY>.

April Lindgren, Journalism, spoke to Canada.com about a Ryerson study on a conservative media approach <http://bit.ly/1sFyUyD>. The item appeared in the Vancouver Sun, Ottawa Citizen, Windsor Star, Calgary Herald, and Montreal Gazette. The item was pitched by Public Affairs.

Gavin Adamson, Journalism, was quoted in a Financial Post article about media barons and the future of the news business <http://bit.ly/1ET6V2t>.

Anatoliy Gruzd, director of TRSM's Social Media Lab, spoke to Canada.com about making money online <http://bit.ly/1vWtAGO>. Similar items appeared in the Montreal Gazette and Vancouver Province.

CBC Radio's Metro Morning interviewed **Dr. Su-Ting Teo**, director, Student Health & Wellness, about student mental health and how universities can provide support.

Anne McNeilly, Journalism, was quoted in a University Affairs article on marking <http://bit.ly/1w0U9bX>.

The Financial Post referenced a 2013 study from Ryerson's Centre for the Study of Commercial Activity <http://bit.ly/1nZm9OI> on the topic of retail giants in Canada. Similar items appeared in the Vancouver Sun, Windsor Star, Montreal Gazette and Edmonton Journal.

Sun Media's Higher Education Guide featured the Access Centre's SHIFT program and quoted **Deena Shaffer**, learning and transition strategist, and first-year student **Matthew Kent** <http://bit.ly/1twcWtd>. The item, pitched by Public Affairs, was carried by Sun outlets in Toronto, Ottawa, Kingston, London, Barrie, and St Catharines.

The Globe and Mail reported on an art exhibit exploring the use of video games to train soldiers, quoting **Gaelle Morel**, curator, Ryerson Image Centre <http://bit.ly/1t16Y9h>.

3DPrintingIndustry.com profiled Ryerson's new Advanced Manufacturing, Design and 3D Printing Lab, quoting **Wendy Cukier**, vice president, research and innovation; Ryerson alumnus and renowned photographer **Edward Burtynsky**, and Peter Bloch, Bionik Laboratories CEO <http://bit.ly/1vip7eP>. The item, pitched by Public Affairs, was also reported by the Council of Ontario Universities and TenLinks.com.

Canadian Lawyer Magazine quoted **Chris Bentley**, director of Ryerson's Law Practice Program and **Gina Alexandris**, senior program director, on the topic of LPP candidates <http://bit.ly/1xVEBKJ>.

Thierry Gervais, curator of DISPATCH: War Photographs in Print, 1854–2008 at the Ryerson Image Centre, was interviewed by CBC Radio's Here and Now. The Globe and Mail profiled the War Photographs exhibition, mentioning the Black Star Collection <http://bit.ly/1sJYUJY>. Maclean's also reported on the exhibit <http://bit.ly/1r3iKgG>.

Anne-Marie Brinsmead, Chang School, spoke to the Toronto Star about keeping up with technology <http://on.thestar.com/1E4sxsI>.

Marie Bountrogianni, dean, Chang School, spoke to the Toronto Star about adult education <http://on.thestar.com/1ufO8ti>. She also commented in a Star article on tips for older adults looking for work <http://on.thestar.com/1vpOSuI>. She was profiled on CBC.ca as one of the top 10 most influential graduates of the University of Waterloo.

Design Engineering magazine profiled an invention by chemical engineering alumnus **Seyed Nourbakhsh** <http://bit.ly/1ufPvbB>.

Heather Willis, accessibility coordinator, spoke to CBC Radio's Metro Morning about the 1000 Dinners TO project hosted by Ryerson.

The Torontoist featured Ryerson's green roof, quoting **Arlene Thrones**, agricultural coordinator and **Mark Gorgolewski** <http://bit.ly/1u8rxip>.

A Huffington Post blog by Craig and Marc Kielburger, co-founders, Free the Children, profiled Ryerson student **Nuha Habay** <http://huff.to/1Byeozi>.

Rena Mendelson, Nutrition, spoke to Global News about low-carb diets <http://bit.ly/YBhXbn>.

Bryan Gold of DMZ-incubated #paid spoke to Global Toronto about being a young manager, video: <http://bit.ly/YcOCDY>. The item was pitched by Public Affairs.

The Wall Street Journal quoted **Nina-Marie Lister** on wildlife bypasses <http://on.wsj.com/1rk5jdW>. The item was also picked up by the Atlanta Journal-Constitution.

TechVibes features Ryerson DMZ-based startup Rumie <http://bit.ly/1CsXpkz>

The Toronto Star highlighted the DMZ in an article about the MaRS discovery district: "Can MaRS learn from operations like Ryerson University's Digital Media Zone?" <http://on.thestar.com/1sZsDbQ>

Physorg reported on research by **Jeffrey Boase**, Professional Communication, regarding the impact on teens of calling, texting and emailing, an item pitched by Public Affairs <http://bit.ly/1mp56nM>.

Ira Levine, founding director of Ryerson's creative industries program, spoke to Maclean's about having more than one career during one's lifetime <http://bit.ly/1Dsnj9u>.

Cathy Crowe, distinguished visiting practitioner, contributed a piece to the Toronto Sun about Olivia Chow <http://goo.gl/t9lJuy>.

In an article entitled "The province of promise," the Toronto Star stated: "Ryerson University has become a magnet for budding entrepreneurs" <http://on.thestar.com/1ucQhne>.

The Toronto Star featured TRSM's **Mary Foster**'s pilot teaching approach called the "flipped course" <http://on.thestar.com/1uWbYbM>.

Can India News spoke to **Sean Wise** about a new course in entrepreneurship and multiculturalism offered through the Chang School. <http://bit.ly/1tmEAMI>.

Daily Xtra profiled Parker & Pine, a startup incubated at Ryerson's Fashion Zone <http://bit.ly/1r1N9vl>.

Arif Abu, coordinator of Ryerson's international student services, spoke to University Affairs in reaction to the Ebola outbreak <http://bit.ly/XnnJMZ>.

Martin Greig, History, spoke to the Global Morning Show about the Scottish referendum, as a faculty expert pitched by Public Affairs.

Avner Levin, TRSM, spoke to Global News about what our lives will look like in 2025 <http://bit.ly/1AS1eNg>, and TVO's Big Ideas about workplace privacy. He appeared, with **Ramona Pringle**, on TVO's the Agenda discussing online privacy and securing digital lives. Video: <http://bit.ly/1rTkCe7>.

Elizabeth Evans, Retail Management, contributed a piece to the Toronto Star on entrepreneurship. The item was pitched by Public Affairs.

Sara Thompson, Criminology, appeared on TVO's The Agenda discussing the roots of homegrown terrorism, video: <http://bit.ly/1BILheC>.

CBC News reported that distinguished visiting professor **David E. Smith** was named to the Order of Canada <http://bit.ly/1tVEPfs>.

Stephanie Cassin, Psychology, spoke to CBC News about food addictions, an item that aired in Ottawa, Sudbury, Yellowknife, Victoria, Calgary, Vancouver and Whitehorse.

Lab Product News reported that Terry Fox Foundation funding recipients included the Ryerson-Sunnybrook collaboration <http://bit.ly/1BxzOOX>.

Canadian Labour Reporter reported on the Good Jobs Summit co-hosted by Ryerson's Centre for Labour Management Relations <http://bit.ly/YCRCdD>.

A Flare article on masters in fashion programs reported on Ryerson's program and quoted **Alison Matthews David** <http://bit.ly/1pONjBe>.

The Canadian Press reported on the Access TMP program, quoting coordinator **Mariam Hashemi**, Tri Mentoring Program, and student **Samuel Pereira**, a mentor for the program. The item was picked up by the Huffington Post <http://huff.to/1uu2ftZ> and Regina Leader-Post <http://bit.ly/1rUG6XP>

Kimberly Bates, TRSM, was quoted in the Toronto Star about the diversification of B-schools, as a faculty expert pitched by Public Affairs <http://on.thestar.com/1Aq6jfu>.

Kernaghan Webb, TRSM, spoke to the Toronto Star about corporate social responsibility, as an expert identified by Public Affairs <http://on.thestar.com/1lMoizn>.

Cityline Story reported on Ryerson's Mass Exodus fashion show, featuring an interview with **Robert Ott**, chair, Fashion, video: <http://bit.ly/1r6Q4iD>.

Arch Daily featured architecture student **Kyle Marren's** award winning re-design of the Spain - Gibraltar border crossing <http://bit.ly/1rMlzVk>

The Toronto Star reported on the legacy of Ted Rogers at Ryerson: "Toronto's Ryerson University, a place philanthropist Ted Rogers upgraded from trade school to esteemed institution, exemplifies how businesspeople can reshape a city for the better" <http://on.thestar.com/1nt0qs9>.

Prepared by Communications, Government and Community Engagement



BOARD OF GOVERNORS MEETING 24 November 2014

AGENDA ITEM:

First Year Student Survey 2013: Highlights of Results

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED:

Information

SUMMARY:

This report summarizes results from the First Year Student Survey 2013 and is presented for the information of the Board of Governors.

BACKGROUND:

Since 1997, Ryerson has been a member of the Canadian University Survey Consortium, a group of approximately 25 universities across Canada that conducts student surveys on a regular basis. In 2013, Ryerson, under the auspices of the Consortium, undertook the First-Year Student Survey. Students were asked about their decision to attend university, including their reasons for choosing Ryerson. Respondents also provided information about their transition to a university environment and their experiences during their first year at Ryerson.

COMMUNICATIONS STRATEGY:

The reports will be disseminated broadly within the Ryerson community and posted on the University's website.

PREPARED BY:

Name Paul Stenton
Date 13 November 2014

FIRST YEAR STUDENT SURVEY 2013

HIGHLIGHTS OF RESULTS

PREPARED BY THE UNIVERSITY PLANNING OFFICE



**RYERSON
UNIVERSITY**

Everyone Makes a Mark

Introduction

Since 1997, Ryerson has been a member of the Canadian University Survey Consortium, a group of approximately 25 universities across Canada that conducts student surveys on a regular basis. In 2013, Ryerson, under the auspices of the Consortium, undertook the First-Year Student Survey. Students were asked about their decision to attend university and about their experiences at Ryerson. The survey was made available online to a sample of 1,000 first-year students who came to Ryerson directly from secondary school. Entrants coming from secondary school represented about 75 percent of first-year students that academic year. With 294 respondents, the response rate is 29 percent.¹

Decision to attend university

First-year students were asked about their reasons for attending university in general and their reasons for attending Ryerson in particular. The survey also examined the importance of various sources of information as they relate to students' decision to attend Ryerson.

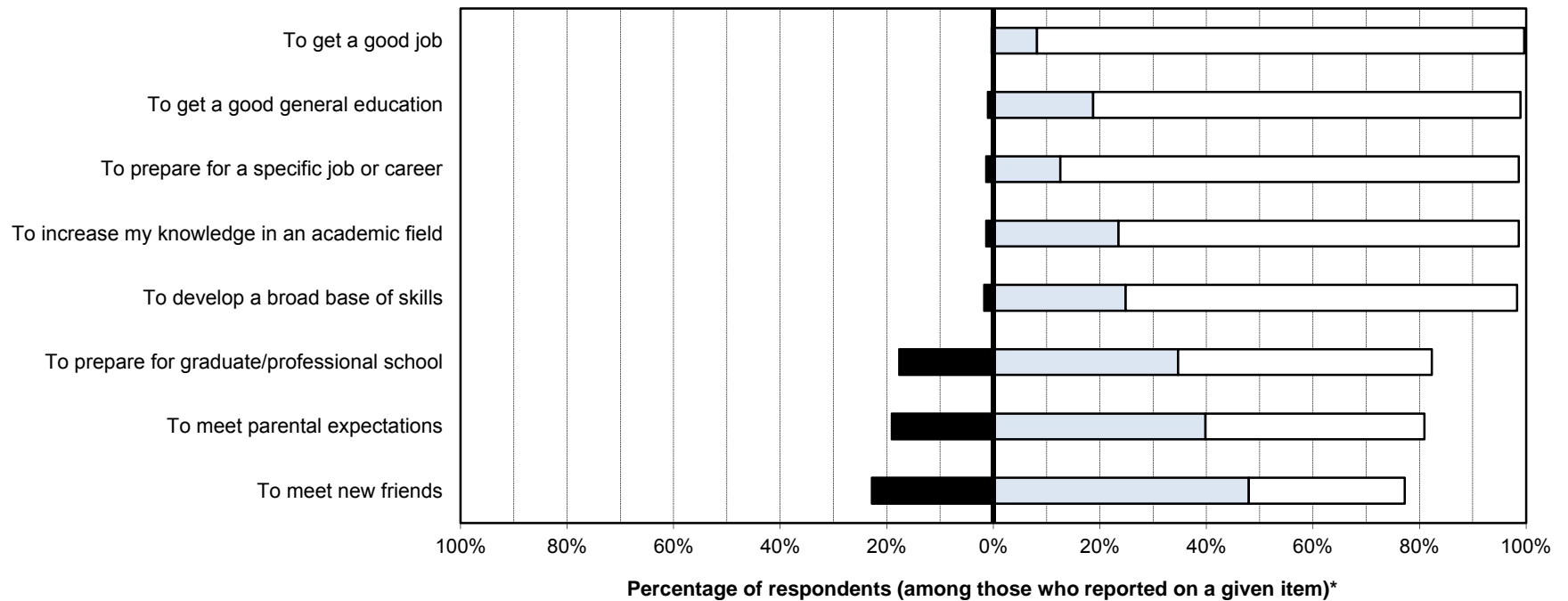
Figure 1 outlines various reasons for attending university. Virtually all students (at least 99 percent) identify “to get a good job,” “to prepare for a specific job or career” and “to get a good general education” as important reasons in their decision. The vast majority of respondents also rate other academic and career-related reasons as somewhat or very important. While non-academic objectives, including “to meet parental expectations” and “to meet new friends,” are of lesser importance, both are viewed as at least somewhat important by a majority of respondents. In fact, meeting parental expectations is identified by 81 percent of students as at least somewhat important in 2013, up from 76 percent in 2010 and 67 percent in 2007.

Almost all respondents (97 percent) applied to more than one university. Figure 2 illustrates respondents' reasons for choosing Ryerson rather than another university. The top-rated reasons relate to Ryerson's academic strengths: quality of academic programs, specific career-related programs, and the University's reputation. At least 94 percent of respondents identify each of these reasons as being somewhat or very important. Availability of public transportation is named as important by 82 percent of respondents. At least 75 percent identify factors related to Ryerson's location as important, specifically the size of the city and the ability to live close to home. Most students rate having friends who attend Ryerson, or having parents or relatives who want them to attend, as not important. Compared to previous rounds of the survey, more students (72 percent) indicate the size of Ryerson as an important factor in their choice of university – only 62 to 63 percent reported that this was important in 2007 and 2010.

Figure 3 illustrates the extent to which various sources and types of information influenced students to attend Ryerson. Respondents report that word of mouth, view books, brochures or pamphlets, and the University website were the most effective in determining Ryerson as their choice. (More than 80 percent report that these sources were important in their decision.) More than three quarters indicate that campus visits and advice from high school counselors or teachers were important. Contact from University staff or faculty, recruitment fairs, and high school visits made by University staff were each rated as important by about two-thirds (64 to 67 percent) of students. Maclean's rankings were viewed as important by 61 percent.

¹ Nineteen times out of twenty, the percentages shown throughout this report are estimated to be accurate within 4.8 percentage points.

Figure 1: Students' reasons for attending university



*NOTE: 100 percent of respondents reported on each item.

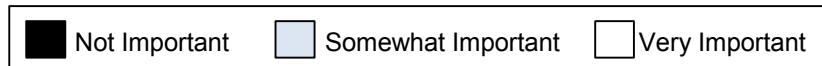
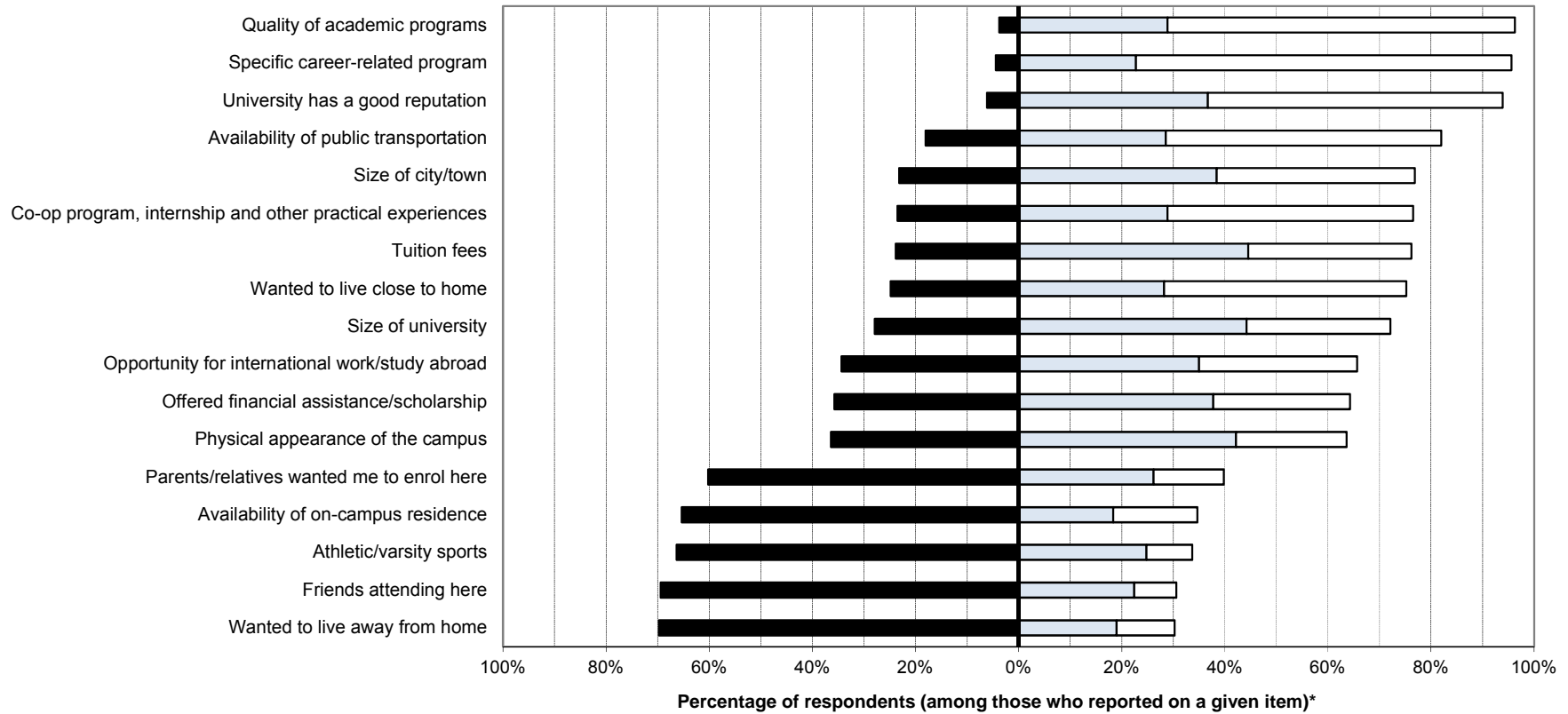


Figure 2: Students' reasons for attending Ryerson University



*NOTE: 100 percent of respondents reported on each item.

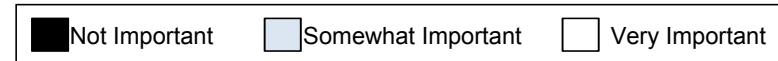
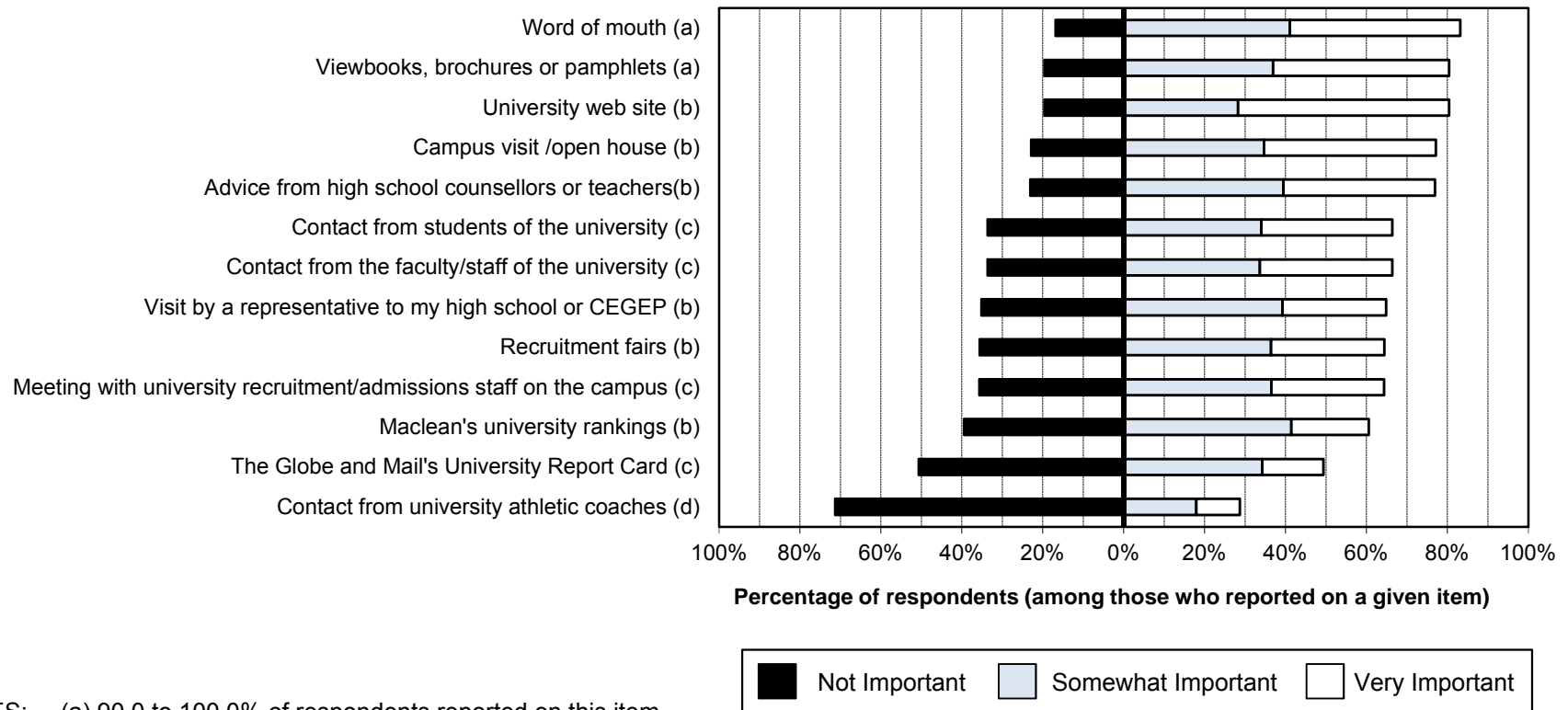


Figure 3: Factors that influence students to attend Ryerson University



NOTES: (a) 90.0 to 100.0% of respondents reported on this item.
 (b) 80.0 to 89.9% of respondents reported on this item.
 (c) 70.0 to 79.9% of respondents reported on this item.
 (d) 60.0 to 69.9% of respondents reported on this item.

Experience with registration

89 percent of respondents indicate that they used online portals for registration and 84 percent of them report being at least somewhat satisfied with their experience. Of the 20 percent of students who report registering in person, 87 percent indicate being at least somewhat satisfied.

90 percent of respondents are satisfied with their ability to get into the courses they wanted.

Orientation experience

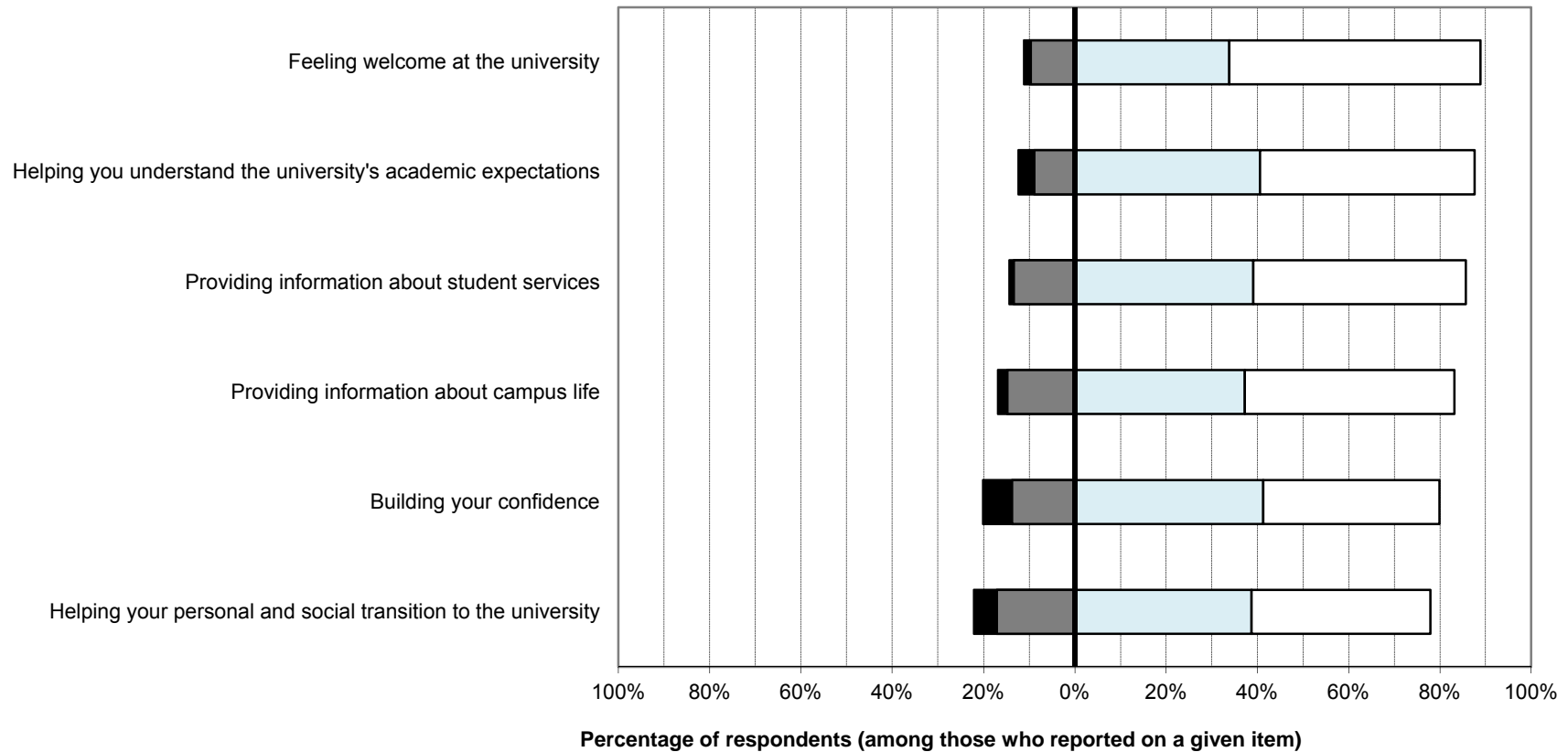
71 percent of first-year students report participating in orientation programs or activities. Generally, respondents are satisfied with all aspects of the orientation program evaluated. As Figure 4 illustrates, 89 percent report feeling welcome at the university. In addition, 83 to 86 percent are satisfied or very satisfied with being helped to understand the university's academic expectations, the provision of information about campus life, and information about student services. These results are consistent with those reported in the 2010 round of the survey.

Adjusting to university

Respondents were asked about their level of success in adjusting to various aspects of university life. As Figure 5 illustrates, most respondents report success in their transition. They are very comfortable with finding their way around campus, understanding the content and information presented in courses, choosing a program of studies to meet their objectives, and meeting academic demands – more than 90 percent of respondents report success in these areas. Fewer students, 78 percent, indicate feeling that they belong at university.

Students are less likely to report success with finding suitable and affordable housing (46 percent) and getting involved in campus activities (48 percent).

Figure 4: Satisfaction with orientation



NOTE: 64.0 to 70.0% of respondents reported on these items.

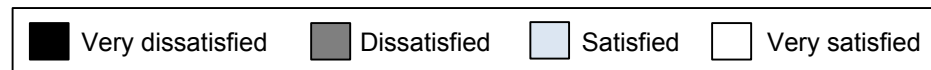
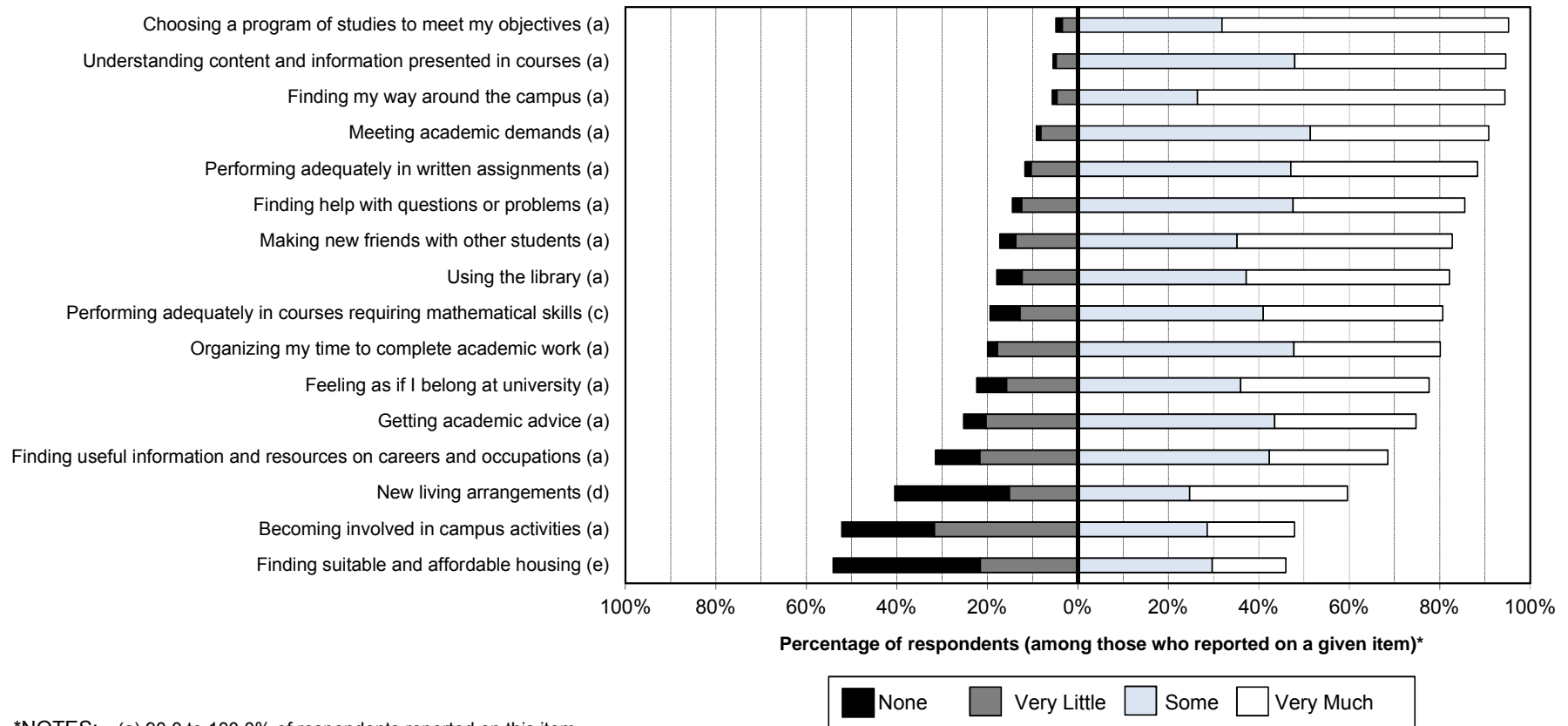


Figure 5: Students' transition to university



Perception of the University

Overall, students' impressions of their first year at Ryerson are positive. 62 percent of respondents report that their experience at Ryerson has met their expectations, while 24 percent indicate that it has exceeded their expectations.

First-year students were asked about their perception of various features of the University: average class size, personal safety on campus, instructional facilities, concern shown by the University for students, general condition of buildings and grounds, social and informal meeting spaces, Ryerson's commitment to environmental sustainability, and study space.

The vast majority (94 percent) of respondents report being satisfied or very satisfied with the average size of classes and 89 percent report similarly for instructional facilities (e.g., classrooms, labs, equipment).

86 percent of students report that they are satisfied with the University's commitment to environmental sustainability. This represents an increase of 10 points over the previous round of the survey conducted in 2010, when this question was first introduced.

82 percent of respondents report being satisfied with personal safety on campus, which marks a decline from previous rounds of the survey. Two thirds of students express satisfaction with study space, which is also lower than the level reported in previous years. However, the question of "social and informal meeting spaces" was raised for the first time in 2013 and 85 percent of respondents reported being satisfied in this area. Results are summarized in Figure 6.

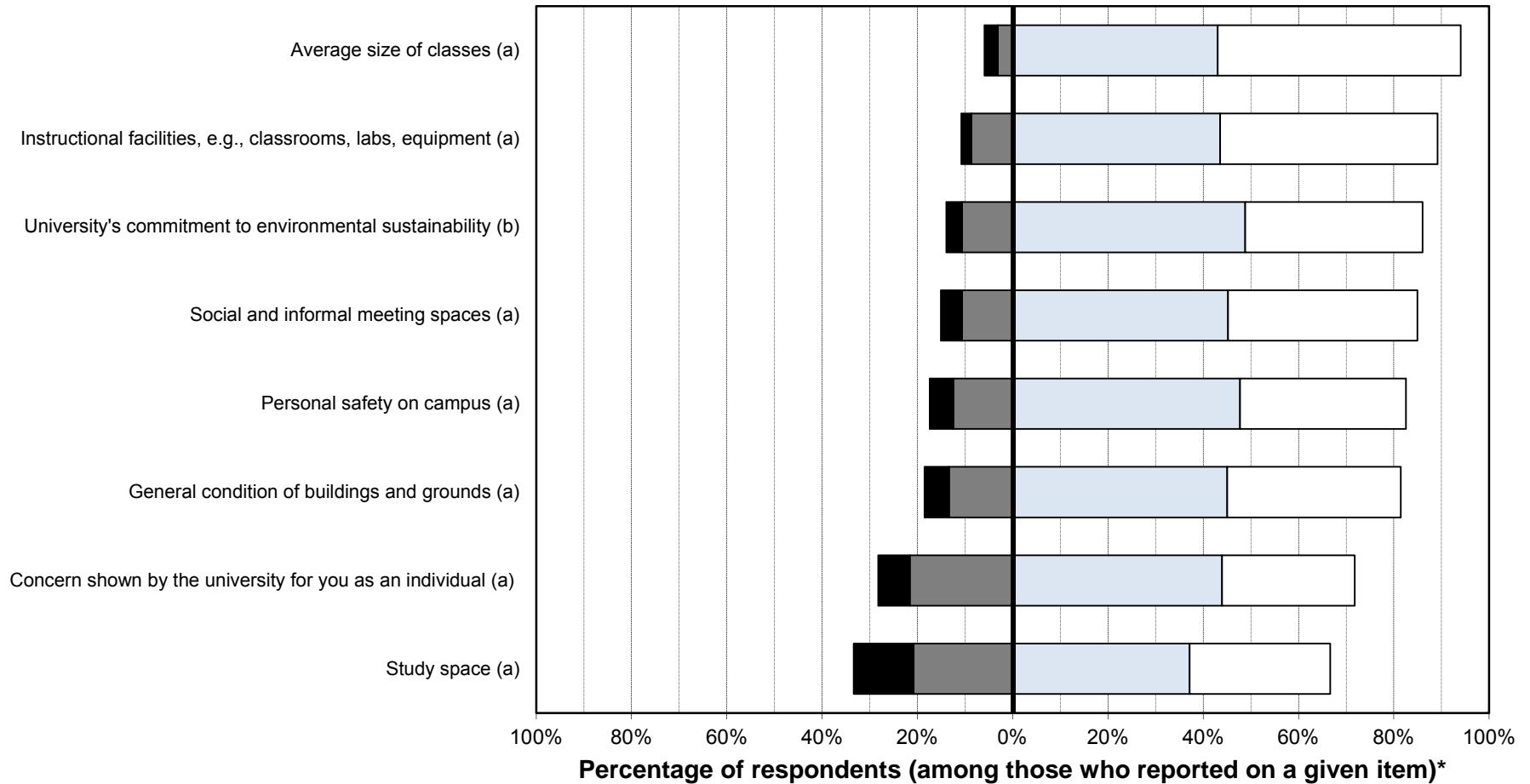
Figure 7 summarizes student satisfaction with an array of university services. Most campus services receive positive ratings by the majority of respondents, including key academic services such as library facilities (with 88 percent of students reporting satisfaction) and academic advising (86 percent).

At least 90 percent of first-year students are satisfied with facilities for student associations and clubs, recreational facilities and athletic facilities. Satisfaction with university-based social activities has increased from 78 percent in both the 2007 and 2010 rounds of the survey to 88 percent in 2013.

For 2013, a series of questions about the technology employed at Ryerson were added to the survey. These included on-campus Wi-Fi, online course management systems, computer support services, and university email. 87 to 95 percent of respondents report being satisfied or very satisfied with each of these services.

Respondents also indicated their level of agreement with various statements about the teaching they received during their first year at Ryerson. Results are favourable. 89 percent of students agree that most of their professors are reasonably accessible outside of class to help students. In addition, 85 percent express satisfaction with the quality of teaching that they have received, and 91 percent are satisfied with their decision to attend Ryerson. Results are summarized in Figure 8.

Figure 6: Perception of the University



NOTE:

(a) At least 93 percent of respondents reported on this item.

(b) 83 percent of respondents reported on this item.

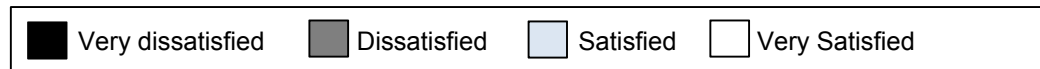
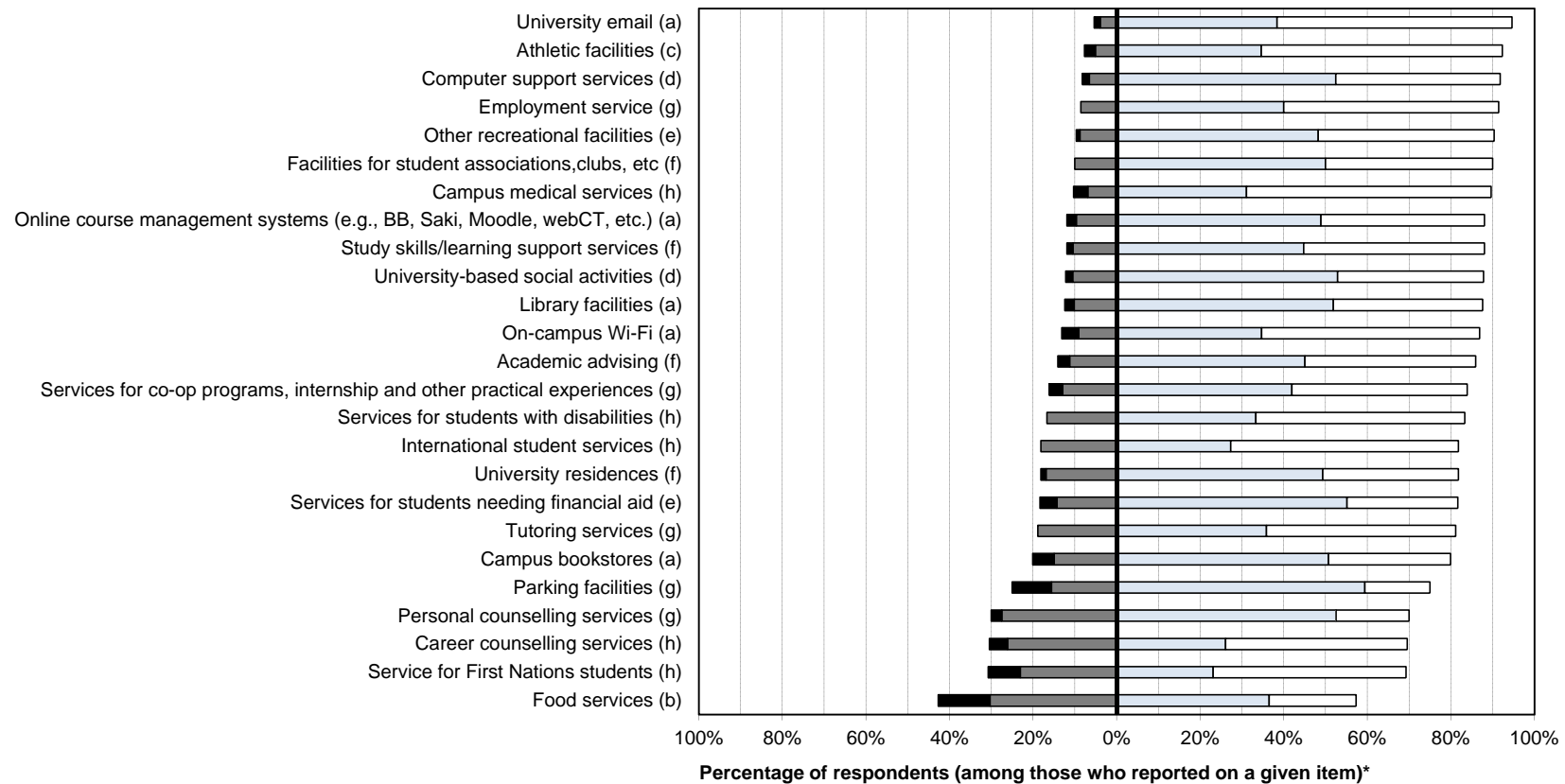
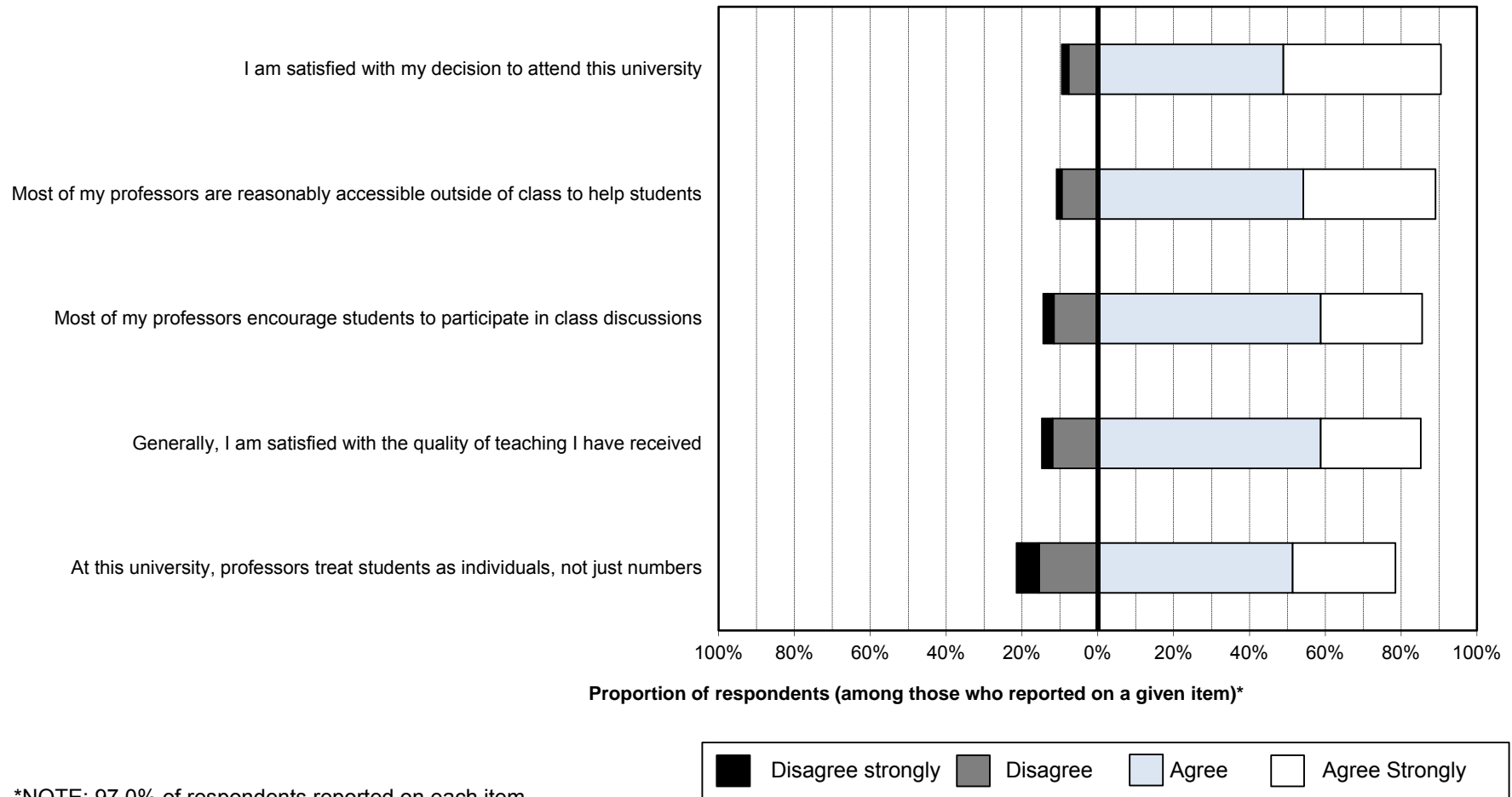


Figure 7: Satisfaction with university services



*NOTE (a) 90.0 to 100.0% of respondents reported on this item.
 (b) 60.0 to 69.9% of respondents reported on this item.
 (c) 50.0 to 59.9% of respondents reported on this item.
 (d) 40.0 to 49.9% of respondents reported on this item.
 (e) 30.0 to 39.9% of respondents reported on this item.
 (f) 20.0 to 29.9% of respondents reported on this item.
 (g) 10.0 to 19.9% of respondents reported on this item.
 (h) 5.0 to 9.9% of respondents reported on this item.

Figure 8: Satisfaction with teaching



Financing of university education

48 percent of respondents indicate that they received a scholarship, bursary or other financial award from the university. This is consistent with reports from 2010.

42 percent of respondents report that they are employed, while 37 percent are looking for work. Respondents who are employed work an average of 13.2 hours per week. (This is similar to the 2010 round of the survey, when 38 percent of respondents were employed, and the average number of hours worked was 12.6. In 2007, roughly half of students were employed and they worked an average of 14 hours weekly.)

56 percent of respondents indicate that their employment has no impact on their academic performance, while 28 percent report that it has a negative impact. 17 percent indicate that their employment has a positive impact on their academic performance.

Profile of first-year students

Nearly all respondents (98 percent) report that their permanent home before attending Ryerson is located in Ontario. 76 percent of students live with their parents, guardians or relatives; 13 percent live in on-campus housing, and 10 percent live in rented accommodations off campus.

About 8 percent of respondents identify as having a disability.

Table 1 provides a comparison of the survey group and the actual population of first-year students admitted from secondary school in terms of gender, average age, and Faculty of registration. Females are over-represented among the survey respondents, and the average age of respondents is somewhat older than the first-year population. The distribution of respondents by Faculty roughly approximates that for the actual population, although Community Services is somewhat overrepresented, and students from Ted Rogers School of Management are somewhat underrepresented among respondents.

Table 1: Comparison of survey sample and the population of first-year students entering Ryerson from secondary school

	Sample	Population
GENDER		
Female	60.5%	49.8%
Male	39.5%	50.2%
AGE (years)		
Mean	18.6	18.1
FACULTY		
Arts	18.4%	15.5%
Communication & Design	15.0%	14.4%
Community Services	16.7%	12.4%
Engineering & Architecture	15.0%	15.9%
Science	7.1%	8.8%
Ted Rogers School of Management	27.9%	32.9%
Total	100.0%	100.0%

FIRST YEAR STUDENT SURVEY 2013

HIGHLIGHTS OF RESULTS

PREPARED BY THE UNIVERSITY PLANNING OFFICE

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