

BOARD OF GOVERNORS
Friday, June 26, 2015

Jorgenson Hall – JOR 1410

380 Victoria Street

12:00 p.m. to 2:00 p.m.

Time		Item	Presenter/s	Action
12:00	1.	IN-CAMERA DISCUSSION (Board Members Only)		
12:15	2.	IN-CAMERA DISCUSSION (Senior Management Invited)		
		END OF IN-CAMERA SESSION		
12:50	3.	INTRODUCTION		
	3.1	Chair's Remarks	Janice Fukakusa	Information
	3.2	Approval of the June 26, 2015 Agenda	Janice Fukakusa	Approval
12:55	4.	PRESIDENT'S REPORT	Sheldon Levy	
	4.1	Chief Financial Officer Appointment – Joanne McKee	Sheldon Levy Janice Winton	Information
1:05	5.	SECRETARY'S REPORT	Julia Shin Doi	Information
1:15	6.	REPORT FROM THE PROVOST AND VICE PRESIDENT ACADEMIC	Mohamed Lachemi	
	6.1	Provost's Updates	Mohamed Lachemi	Information
	6.2	Sexual Violence Policy	Mohamed Lachemi Heather Lane Vetere	Approval
	6.3	Ryerson Communication and Design Society	Tyler Webb	Information
1:45	7.	DISCUSSION ITEMS		
	7.1	Report from the Chair of the Audit Committee		
	7.1.1	Draft Audited Financial Statements -Year Ended April 30,	Janice Fukakusa	Approval

2015

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

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| 7.2.1 | Audited Financial Statements of the Ryerson Retirement Pension Plan January 1, 2015 | Mitch Frazer | Approval |
| 7.2.2 | Preliminary Valuation of the Ryerson Retirement Pension Plan for January 1, 2015 | Christina Sass-Kortsak | Approval |
| 7.2.3 | Ryerson Retirement Pension Plan Annual Expense Budget | Christina Sass-Kortsak | Approval |

8. CONSENT AGENDA

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| 8.1 | Approval of the April 27, 2015 Minutes | Janice Fukakusa | Approval |
| 8.2 | Environmental Health and Safety Report | Janice Winton | Information |

9. FOR INFORMATION

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| 9.1 | Update on the Academic Plan | | |
| 9.2 | National Survey of Student Engagement 2014: Highlights of Results | | |
| 9.3 | Ryerson Achievement Report | | |

2:00 10. TERMINATION

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.

Thank you – As 2014-15 draws to a close, sincere thanks are extended to all members of the Board of Governors for a year in which Ryerson was named Undergraduate Research University of the Year by Infosource, received a 2015 Canada's Best Diversity Employers award, opened the spectacular Student Learning Centre as our gateway on Yonge Street, won our first national medal with a bronze in men's basketball, were among the GTA's Top Employers for 2015 and, most of all, showed in so many ways why the Academic Plan is called "Our Time to Lead." Special thanks and best wishes are extended to departing Board members: Jack Cockwell (LGIC); Kim Varma and Michelle Dionne (faculty); Noah Geist, Joseph Vukovic and Tyler Webb (students); Branka Halilovic (staff); and Rhiannon Traill (alumni, running for re-election).

Netherlands State Visit – Ryerson was honoured to play host to and welcome Their Majesties King Willem-Alexander and Queen Maxima of The Netherlands on a state visit which focused on trade and education collaboration between the two countries. A very special moment featured Mohamed Lachemi, provost and vice president academic, presenting Mariëtte (Jet) Bussemaker, Dutch minister for education, culture and science, with a photograph from the Black Star collection. The Dutch government had given the photo, which shows former Prime Minister John Diefenbaker and his wife Olive planting tulips, to Canada in recognition of the Canadian Armed Forces' role in liberating the Netherlands during the Second World War.

Congratulations –

- Mohamed Lachemi, Provost and Vice-President Academic, has been appointed to the Board of Directors of Trillium Health Partners, including Mississauga Hospital, Queensway Health Centre and Credit Valley Hospital; and Imogen Coe, Dean of the Faculty of Science, has been appointed to the Board of Directors of Toronto East General Hospital.
- Heather Reisman (Doctor of Commerce '06), Chair & CEO, Indigo Books & Music was inducted among the 2015 Companions of the Order of the Canadian Business Hall of Fame in recognition and celebration of lifetime achievement, contributions to the Canadian economy and society, and a strong and influential legacy for future generations.
- At the 3rd Annual Aboriginal Women and Youth Community Achievement Awards presented by the Native Women's Resource Centre of Toronto, Ryerson's elder and traditional counsellor Joanne Dallaire was honoured with the Minaake Leadership Award, and Monica McKay, director of Aboriginal Initiatives, received the Minaake Advocacy and Human Rights Award for leadership advancing the rights, freedoms and liberties of others.
- Joanne McKee has been appointed Ryerson chief financial officer effective July 2nd, 2015. With twenty years' experience in senior finance positions at Wilfrid Laurier University, Brock University and Niagara College, Joanne is a Chartered Professional Accountant (CPA) and Chartered Accountant (CA) and earned her business administration degree from Brock University and her MBA from Niagara University in New York.

2015 Spring Convocation – At fourteen ceremonies, we had 6,085 graduates eligible to cross the stage, awarding 335 graduate degrees (307 Masters, 24 PhDs), 5,035 undergraduate degrees, and 715 certificates. Special thanks to the Board of Governors and Senate; Deans and inspiring speakers; honorary doctorate nominators and members of the Senate Awards and Ceremonials Committee; and everyone whose participation contributed to the celebrations. This year included three particularly notable milestones:

- 22 aboriginal students graduated with a Bachelor of Social Work degree from the joint program between Ryerson University and the First Nations Technical Institute, the largest class to date. As reported in the Toronto Star, the spirit of truth and reconciliation and its aboriginal champion Justice Murray Sinclair (Doctor of Laws *honoris causa* '13) was present in the Ryerson Quad, where graduates celebrated cultures, spoke in Ojibwe, smoked a prayer pipe, quoted Sinclair and called education “the best form of reconciliation.”
- Charmainne Cruje earned her MSc as the first graduate in the Biomedical Physics program, the only program in the Greater Toronto Area fully accredited by the Commission on Accreditation of Medical Physics Educational Programs (CAMPEP), preparing students to enter a residency program in medical physics and contribute to medical research.
- On June 10th, the Law Practice Program Completion Ceremony was held to congratulate the first Ryerson LPP cohort for the successful inaugural year of the pilot project offering an alternative to traditional articling to fulfill licensing requirements to practice law in Ontario. Congratulations to LPP Executive Director Chris Bentley and the entire LPP team, and the extraordinary network of support. The second LLP class begins training on August 24, 2015.
- **ISS 10th anniversary** – In September 2004, Ryerson became the first Canadian university to offer an interdisciplinary graduate program on immigration and settlement. This April 30th, a hugely well attended and enthusiastic celebration recognized a pioneering and influential path in the study of immigration policy, services and experiences. The occasion featured a keynote talk by John W. Berry (emeritus professor of Psychology, Queen’s University), special guest speaker Olivia Chow, readings by immigrant women from the Shoe Project writing workshop, film screenings and panel discussions, and the launch of *Immigrant Experiences in North America: Understanding Settlement and Integration*, a new book co-edited by ISS director Harald Bauder and politics professor John Shields.

Legal Innovation Zone – On April 29th Ryerson launched the Legal Innovation Zone (LIZ), Canada’s first incubator dedicated to the legal industry. The event was attended by Ontario Attorney General Madeleine Meilleur, with the keynote address delivered by Carla Goldstein, director of strategic initiatives and associate general counsel at BMO Financial Group. Led by Chris Bentley and Hersh Perlis, LIZ will support individual entrepreneurs to develop an innovative legal idea or approach; work with companies, law firms, and organizations to build their own innovation agendas; and help design a 21st-century legal system. As part of the Ryerson zone network, LIZ is leading innovative thinking in a sector not known for change, and is immediately being recognized as an environment where students, entrepreneurs, lawyers, tech experts, government members and industry professionals can share ideas and advance change.

Bata Shoe Museum Anniversary Display – Students from the Department of Architectural Science and the School of Interior Design have collaborated on a window installation for the 20th anniversary of the Bata Shoe Museum. Composed of rods of different length, the installation appears like an abstract composition close up. From a distance, the rods resolve into

images of moving feet, wearing shoes of different heights. In the evening, the display uses coloured lights to transform the shoes into an abstract display. The installation is part of a Bata Shoe Museum initiative to open its doors to contemporary artists on a local, national and international scale.

Mythbusters – The Faculty of Science is the education partner for *Mythbusters: The Explosive Exhibition* running at the Ontario Science Centre until September 13th. Based on the Discovery Channel ‘Mythbuster’ television series, the exhibition uses fun, creativity, scientific method, experimentation and technology to test myths such as does a dropped piece of toast always lands butter side down, will you get more soaked walking or running through the rain, or if pulling a tablecloth off a fully set table is possible. Many global problems will have to be solved by young people who understand science and are able to put various hypotheses to the test, and the goal is to bust the myth that science is daunting, inaccessible or boring. The natural partnership with the OSC is part of the Faculty of Science strategy to bring science to young people from diverse backgrounds over the years.

People First – The months of May and June offer annual opportunities to celebrate community. On May 11th, I hosted a breakfast for Ryerson employees with 30+ years of university service as we continue to develop a program of landmark anniversaries. On May 12th I spoke at the MAC conference for the Ryerson management and confidential group, an event featuring a keynote talk by Ivan Joseph, director of athletics. On May 21st the Ryerson Faculty Conference explored “Tomorrow’s Classroom” as the theme guiding discussion on the future of university teaching and learning. On May 26th the 25-year club inducted new members and welcomed members from previous years to appreciate so many contributions and share stories. From June 19-28th Ryerson will hosts events, workshops and activities for Pride Toronto, including the RyePRIDE flag raising and street fair on Gould Street, and the Green Space TO Quad Party in partnership with the 519 Community Centre.

City-building – Ryerson continues to take a leadership role in advancing new ways to think about urban culture and development, and bringing the world to our door:

- Ryerson hosted the inaugural YouthfulCities Global Summit on campus from April 26-30th, welcoming 100 young urban leaders from around the world. The event partnered the Ryerson City Building Institute and YouthfulCities, a global index that ranks cities from a youth perspective using indicators such as safety, affordability, transit, health, travel, employment, environment, education, entrepreneurship, public space, financial services, diversity, digital access, creative arts, sports, civic engagement, food and nightlife. Toronto was chosen the venue as the winner of “Most Youthful City 2014.”
- On May 13th the Ryerson City Building Institute hosted *Bridging Divides: What Can Cities Do?* with John Tory (Toronto), Bonnie Crombie (Mississauga), and Steve Parish (Ajax) as special guests. The Star’s editor-in-chief Michael Cooke summarized the findings of the newspaper’s Divided City/United City series. The mayors then heard ideas from experts including faculty, urban thinkers, advocates and practitioners on transit, income polarization, immigration and identity, affordable housing, access to services, and political culture.
- The Cultural Landscape Foundation (TCLF) based in Washington D.C. initiated its very first international partnership with the Ryerson School of Urban + Regional Planning. Eighteen urban planning students – eleven senior undergraduates and seven Masters’ candidates – working with Professor Nina-Marie Lister, the TCLF and project mentors, developed the

What's Out There Toronto Guide, the first comprehensive inventory and analysis of the city's diverse cultural landscapes, and the first guide in the series to be produced outside the U.S. The "What's Out There Weekend" held in Toronto from May 22nd to 25th was launched with a reception featuring a tribute to Ryerson students and faculty for the professionalism and outstanding success of their groundbreaking scholarly and community project.

- The 929 m² Andrew & Valerie Pringle green roof on the George Vari Engineering and Computing Centre contributed to Toronto's success in the *Green Roofs for Healthy Cities May 2015* report, being named #1 in Canada and #2 in North America behind Washington, D.C. for installing the most square footage of green rooftops last year. As well as growing food, rooftop 'agritecture' reduces energy consumption by keeping buildings cooler in summer and warmer in winter, diverts rainwater from storm sewers, generates electricity, provides jobs and changes culture. Led by Arlene Throness, urban agriculture coordinator, last summer the Ryerson roof produced more than two tonnes of vegetables. The harvest is split between campus kitchens and the Gould St. farmer's market.
- The Toronto 2015 Pan Am/Parapan Am Games took up residence in the Mattamy Athletic Centre on June 10th in preparation for the world's third-largest international multi-sport games taking place from July 10-26th and August 7-15th. The Mattamy Athletic Centre is the venue for men's and women's basketball and wheelchair basketball, and 20 RTA School of Media students will be involved in media broadcasts of the games, working on the filming and production crew, TV recaps and colour commentary segments. Ryerson participation will also include RU Eats serving 3,000 meals a day for athletes, officials, broadcasters and staff at the basketball venue; PrideHouseTO Pan Am events including a pavilion at the 519 Church Street Community Centre; Ryerson community members signing up as Pan Am & Parapan Am Games volunteers – and twins Anjelika and Victoria Reznik (3rd Yr politics and governance) competing for Canada in rhythmic gymnastics.

Broadcast U – Ontario University Athletics (OUA) partnered with the RTA School of Media to present the inaugural "Broadcast U" conference at the Mattamy Athletic Centre and the Rogers Communication Centre on June 2nd-3rd. The conference was attended by over 50 schools, broadcasting professionals, digital specialists and industry executives from across Ontario and was launched with remarks from OUA CEO Gord Grace, and an update on the developments and upgrades coming to the OUA.tv portal for the 2015-16 season. The two-day lineup featured Stretch Internet President and CEO Ryan Ermeling, former MLSE Senior Vice-President Content and Communications Chris Hebb, Sportsnet's Donovan Bennett, TSN 1050 and Toronto Argonauts play-by-play announcer Mike Hogan, Head of Digital Strategy at Dome Productions Dave Carpenter, Toronto Maple Leafs Community Manager Chris Lund, and representatives from OUA universities. Ryerson participants included: Toby Kerr, voice of the Ryerson Rams co-presenting with Laurier Golden Hawks announcer Justin Fauteux on how they prepare for broadcasts; Ryan Sykes, RTA School of Media technical staff member responsible for Production Training and Support Staff, leading the group in a camera techniques workshop discussing best practices around shot selection and visual storytelling; Bryan Withers, Supervising Producer RTA Productions Sports Unit, walking attendees through an in-game production script and video clips; and Alex Bloomfield and Adriane German (RTA School of Media "Varsity Life") co-presenting with Alyson Fisher and Mike Tassone (York Lions "Third and Goal") on a behind-the-scenes look at how their feature projects were developed from planning and preparation to filming and post-production.

from the President's Calendar

April 29, 2015: Provost Mohamed Lachemi and I met with president Ann Sado of George Brown College and Laura Jo Gunter, senior vice president academic, to discuss collaborative programs and initiatives.

April 30, 2015: At the invitation of the Information Technology Association of Canada (ITAC), I was the keynote speaker for the 2015 Directions conference, sharing Ryerson experience on the topic “The Importance of Entrepreneurial Innovation for Economic Growth.”

April 30, 2015: Ryerson hosted deputy mayor for the City of Toronto and city councillor Denzil Minnan-Wong for a tour of the DMZ and a discussion on opportunities for city-building.

May 4, 2015: I attended a speech at the Toronto Region Board of Trade by mayor John Tory on City Hall's intention to develop a more modern approach to serving city businesses.

May 5, 2015: At the invitation of the Ontario Shared Services Learning Forum, I gave a keynote presentation about city-building and the development of innovation culture.

May 6, 2015: As part of the consultation process on university funding model reform, I was asked by executive lead Sue Herbert to join a panel at a one-day symposium in North York bringing together students, faculty, postsecondary leaders, and other stakeholders.

May 7, 2015: The Atlanta GA Regional Commission brought 100 civic and business leaders to Toronto, welcomed by Ratna Omidvar, executive director of the Global Diversity Exchange; and a panel I joined called *Sustaining Greater Toronto's Global Economy*, with George Hanus, President & CEO, Greater Toronto Marketing Alliance; Janet De Silva, President & CEO, Toronto Region Board of Trade; and Toronto city councillor Michael Thompson.

May 7, 2015: I attended a Canadian Club of Toronto event at which the Hon. Reza Moridi, Minister of Research & Innovation, and Minister of Training Colleges & Universities, spoke on *Ontario's Advantage: Driving quality in our postsecondary and skills training landscape*.

May 12, 2015: President of York University Mamdouh Shoukri and I served as co-chairs of the inaugural Mosaic Institute Peace Patron Dinner, as universities with MosaicU chapters on campus, and recognizing the vital importance of student dialogue on global issues.

May 21, 2015: Ryerson had a very successful visit to Ottawa, meeting with a number of deputy ministers to discuss working together on plans for advancing Canadian innovation.

June 1, 2015: I joined a press conference including city councillor Pam McConnell, David Crombie and Paul Bedford in making a “people first” case for the remove option in advance of the City Council vote on a portion of the eastern section of the Gardiner Expressway.

June 2, 2015: At the invitation of the Asia Pacific Foundation of Canada, I was a member of a panel on “The 21st Century Global Worker: Mobility & Management” as part of a one-day executive roundtable on increasing Canada-Asia business relations.

Eastside Toronto, or is that Downtown East, or “That area around Ryerson”? Whichever, it's hot and being dubbed ‘The Learning District.’ Today it is an incredible neighbourhood that is really driven by Ryerson's urban campus ...
National Post, June 12, 2015

REPORT FROM THE SECRETARY OF THE BOARD OF GOVERNORS

1. Election Policy and Procedures Amendments

The Election Procedures Committee met on May 28, 2015 and approved certain amendments to the *Election Policy and Procedures*, a copy of which is attached.

The amendments include broadening the definition of administrative staff to allow greater participation in the Board of Governors election process by full-time employees. Board of Governors member, Carrie Ann Bissonnette, spearheaded the initiative on behalf of employees. As a result of the amendment, 301 additional employees now have the opportunity to vote in the Board of Governors elections.

Amendments also include stipulating the nomination process to fill an unexpired vacancy on the Board of Governors, which was an issue of clarification that arose in the successful appeal made by an alumni candidate.

2. Notice of Motion - Change in By-Laws – Article 7.1 Regular Meetings

Notice must be given to the Board of Governors prior to an amendment of the by-laws. This serves as notice that at the September, 2015 meeting of the Board of Governors, an amendment to Article 7.1 – Regular Meetings will be proposed so that meetings may be held as scheduled and not required to be held on the “last Monday of the month”.

3. 2015 Board of Governors Leadership Award and Medal Report

The Selection Committee met on May 14, 2015 to review seven Ryerson Gold Medal candidates: The Selection Committee consisted of the following Ryerson community members:

- Adam Kahan, Vice President, University Advancement
- Julia Shin Doi, General Counsel and Secretary of the Board of Governors
- Thomas Tenkate, Director, School of Occupational and Public Health
- Sri Krishnan, Associate Dean, Research Development and Graduate Programs
- Gene Allen, Associate Professor, School of Journalism

After careful deliberation and adherence to the criteria for the award which includes: outstanding leadership qualities and academic achievements, Ms. Jona Zyfi's was chosen by the Selection Committee to receive the 2015 Board of Governors Leadership Award and Medal. The Selection Committee chose Ms. Zyfi because she maintained a 3.95 cumulative GPA while

providing extraordinary contributions to the Criminology Department, the Ryerson community, and the community at large through social justice initiatives.

4. Board of Governors Assessments

The annual Board of Governors assessments are posted on the Diligent Boardbook portal. Please complete the assessments online or at the Board of Governors meeting when hard copies will be distributed.

5. Board Secretariat Metrics & Update

In the 2014/15 year, the Board Secretariat co-ordinated 62 meetings: 21 of which were Board of Governors and standing Committee meetings, and 41 of which were committee pre-briefs and board preparation meetings. Three of the 21 Board and standing committee meetings scheduled throughout the 2014/15 year were cancelled, and 12 were rescheduled due to quorum and availability.

The average attendance at Board meetings was 84% or 19 out of 24 members and the average committee attendance was 73%.

Six training and orientation sessions were held for the Board of Governors, which included financial literacy, orientation and Diligent Boardbook portal training.

The Board Secretariat participated in the Council of Ontario Universities annual meeting and conference, the Canadian University Board Associations conference, and planned the Council of Ontario Universities' Secretaries annual conference in Toronto.

The Board Secretariat recently hosted a lunch for the assistants to the Chair, Vice Chair and Committee Chairs to thank them for their co-operation and support.

Appointments/elections –

- Charles Falzon, chair of The RTA School of Media, has been appointed dean of the Faculty of Communication & Design (FCAD) effective July 1, 2015. A graduate of the RTA program and a Gemini award-winning producer and media executive, developments under his leadership have included the sport media program and the new Sportsnet RTA Production Centre, the Transmedia Zone, and the UCLA collaborative summer program RTA in LA.
- Nancy Walton, Daphne Cockwell School of Nursing and Ryerson director of e-learning, has been appointed the new chair of the Women's College Hospital Research Ethics Board (REB) beginning May 1st, assuming the chair from Sue Williams, former dean of the Faculty of Community Services.
- Randy Boyagoda, Department of English and director of zone learning, was elected president of PEN Canada. The national organization brings together thought leaders and writers to advance discussion on issues of public policy such as the impact of Canada's new national security laws on freedom of expression, and to advocate on behalf of writers in peril around the world through programs such as Writers-in-Exile and Writers-in-Prison.

Faculty Distinction –

- Kathryn Church, Director of the Ryerson School of Disability Studies, received the David C. Onley Award for Leadership in Accessibility for her sustained and pioneering work as an ally in giving a political voice to underrepresented communities, internationally developing and promoting activist disability history, academic programs, research and advocacy, and preparing the next generation to advance awareness and understanding.
- Robert Cribb, Journalism, investigative reporter at the Toronto Star, was awarded the 2015 Michener-Deacon Fellowship for Journalism Education by Governor-General David Johnston at a ceremony at Rideau Hall in Ottawa, and plans to use the fellowship to create a national project partnering students in major journalism programs with major media outlets to report on matters of public interest.
- Cathy Crowe, distinguished visiting practitioner at Ryerson and co-developer of the Jack Layton School for Activists with Myer Siemiatycki, holder of the Jack Layton Chair, received an honorary Doctor of Laws degree from the University of Windsor on June 19th for her leadership as an award-winning street nurse, author and co-founder of the Toronto Disaster Relief Committee in 1998 to bring attention to the plight of the homeless.
- Yew-Thong Leong, Ryerson graduate (Arch Sci '85) and architectural science professor, has been named a Fellow of the Royal Architectural Institute of Canada recognizing outstanding achievement and design excellence in active architectural practice, scholarly and

community contributions, and commitment as an educator dedicated to preparing the next generation of architects for a changing and challenging profession.

- Nina-Marie Lister, Urban + Regional Planning, has been named an honorary member of the American Society of Landscape Architects (ASLA), for her 20-year career linking ecology, planning and landscape architecture through collaborative, creative scholarly research. From 2009-2014, she was visiting associate professor of landscape architecture at the Harvard University Graduate School of Design, and consults widely on resilience strategies from urban, post-industrial parks to waterfront and riverfront sites around the world.
- Vera Straka, architectural science professor, has been named a member of the Professional Engineers Ontario Order of Honour for service to the profession, in particular for promoting inclusion and diversity as a member of the PEO Equity and Diversity Committee, and for supporting the Ontario Women's Directorate and NSERC Ontario Women in Science and Engineering in developing a training kit on gender issues in the classroom to help Ontario universities remove barriers to the recruitment and retention of women in engineering.

Alumni Accolades –

- Andrew Cividino (IMA '06), was invited to debut his feature film *Sleeping Giant (Géant Endormi)* at the Cannes Film Festival as part of Critics' Week for first-time and second-time directors, competing for the prestigious Camera D'Or award.
- Klever Freire (Aerospace Engineering '08) founder and CEO of DMZ company DreamQii, has led the highest grossing Canadian campaign in Indiegogo's history, raising over \$2 million USD (over C\$2.5 million) to support the production of PlexiDrone, a portable and easily-assembled drone that is operated by a smartphone or tablet, with features that take breathtaking aerial photographs and videos – coming to Henry's camera stores this fall.
- Marta Iwanek (Journalism '12), Toronto Star photographer, was awarded the Tom Hanson Photojournalism Award presented by The Canadian Journalism Foundation (CJF) and The Canadian Press, and was also among the winners of the 2015 Magenta Foundation Emerging Photographers competition, for her work documenting the reality of a growing number of Canadians caring for loved ones living with dementia.

Student Achievement –

- Amira Abdelrasoul, PhD candidate in Chemical engineering, won the best poster presentation award at the 2015 Membrane Technology Conference & Exposition, held by the American Membrane Technology Association and American Water Works Association, for her work entitled "A Mechanistic Fouling Attachment Model for Homogenous and Heterogeneous Membranes in Ultrafiltration of Latex Solution."
- Architectural science students placed first, second and third in two categories of the 2015 Stratasy's Extreme Redesign 3D Printing Challenge. The worldwide contest asks students to redesign an existing product or create a new one that improves how a task is accomplished. Haya Alnibari and Ti Fu won 1st place in the Art and Architecture category for the Helico helix pencil sharpener; and in the engineering postsecondary group Mahan Navabi and

Mark Eyk won 2nd place in the for Flex Key, an updated allen key; and Alexandre Beznogov and Jossef Roozitalab Shirazi won 3rd place for Ice Twist, a freeze-and-go ice tray.

- Architectural Science students won four awards for three projects in the 2015 Race to Zero Student Design Competition held from April 18-20th at the National Renewable Energy Laboratory in Golden, Colorado – among 33 teams from U.S. and Canadian universities working with builders, developers, industry partners and community leaders to create marketable, affordable concepts. Ryerson projects and the awards they earned include: “The Corner House-[DAS]Haus,” Analysis Excellence Award; “Provenance Lane,” Design Excellence Award; and two awards for “Ø-Zone Residence” in Design Excellence and Systems Integration Excellence. Fourth-year students Christopher Zhu, Mark De Souza, John Sirdevan, Christopher Kayahara, Nikolai Tikhovskiy, Mark Eyk, Joshua Minkyu Jung and Dennis Han started design work on the Ø-Zone Residence in January, taking a tight infill site at 974 Eastern Avenue in Leslieville and inserting an ingenious building powered by solar energy and design elements reducing heat loss and energy consumption. The building is being constructed, and planned to be open to prospective tenants in 2016.
- Ryerson received the inaugural Ontario University Athletics CHAMP (Celebrating and Honouring Achievements in Marketing and Promotions) Award for Best Webcast Production, for the Ryerson Rams vs York Lions hockey game on February 5th at the Mattamy Athletic Centre (won by the Rams 7-3). The broadcast on Rogers TV also earned Ryerson a 2015 nomination for Outstanding Live Game Production from the Ohio-based National Association of Collegiate Directors of Athletics (NACDA) College Sports Media Awards. The broadcast was produced by Ryerson students, including many from the Sport Media program, the first of its kind in North America.
- At the 2015 Enactus National Championships, perennial contender Ryerson Enactus once again competed with strength, making the semifinals overall, with president Stefany Nieto chosen a 2015 Unilever Leader for a Bright Future, and the team once again winning the Scotiabank EcoLiving Green Challenge for the beekeeping Project Dago in Kenya, and awarded the 3M Canada Problem Solving Partnership Best Project of 2015 for Growing North, an initiative taking Ryerson students to Nunavut this summer to build a greenhouse focused on growing food locally, increasing availability and reducing costs.
- The School of Graphic Communications Management received the Award for Execution at the 2015 Phoenix Challenge College Awards Competition in Nashville. Teams from nine colleges developed solutions to business-centric problems over the course of a semester, and presented research, design, and printed/converted execution to a panel of industry judges. The competition concludes when each team presents its project during an all-day evaluation event. The Ryerson team included Ian Baitz (Chair, GCM), Elina Shafigullina, Vanessa Blum, Kim Sipkens, Dennis Soler, Darren Brandt and Daniel Langsford.
- Lodoie Laura Haines-Wangda, Image Arts, received a 2015 Aimia | AGO Photography Prize Scholarship, awarded nationwide to three students working in photography who have shown extraordinary potential throughout their undergraduate studies – for the themes of ancestry, legacy and family tradition that inspire her work.

Academic Development

- **Interdisciplinary Programs** – At the May 5th Senate meeting, I presented my official responses to the recommendations made by the Senate Task Force on Interdisciplinary Programs, with the input and guidance of a report submitted to my office in April 2015 by a joint committee I constituted last fall made up of representation from the university's administration and the Ryerson Faculty Association. Increasing interdisciplinary SRC activity, curriculum and programs is Strategy #4 in *Our Time To Lead*, serving Academic Plan priorities in a breadth of directions. Over the coming months, an implementation plan will be developed and rolled out that articulates not only an explicit strategy for greater interdisciplinarity, but collaboration and knowledge-sharing beyond traditional boundaries that infuses the entire plan. Our goal is building a collective effort that will result in strengthened programs at the undergraduate, graduate and certificate levels, and engaged, cross-appointed faculty members, all supporting our vision to become Canada's leading comprehensive innovation university.
- **Inclusive Engineering** – Beginning May 6th, a new outreach program set out to engage teenage girls in Grade 9 to communicate the fun and social impact elements of physics. 'Pitch Black' will focus on electric circuits—a key component of the grade nine science curriculum—and students will restore power to a simulated community blackout situation. The program is supported by the Natural Sciences and Engineering Research Council of Canada's Promo Science program, and was developed based on an in-depth research and branding project spearheaded by Ryerson and made possible by funding from Hydro One. In 2013, Ryerson and partner universities (University of Waterloo, University of Ontario Institute of Technology and Western University) received funding from the Hydro One Women in Engineering University Partnership to promote awareness and understanding of engineering as a career option for women. Ryerson research involved a youth think tank that played a critical role in the development of the approach, and is now informing all outreach projects among partner universities. Lynsey Kissane, manager of strategic planning and special projects for the Faculty of Engineering and Architectural Science, was in Seattle June 14-17th to present the outreach strategy at the American Society for Engineering Education conference, with the goal of sharing research finding with peers across North America and learning what others are doing to break down gender stereotypes and other barriers that deter young girls from engineering.
- **Lifelong learning** – The G. Raymond Chang School was recognized for leadership with two awards from professional associations advancing educational innovation:
 - Naza Djafarova, director of Digital Education Strategies, received the Excellence in Online Administration Award from Pearson, a worldwide company honouring educators making significant contributions to online education.
 - Linda Koechli, business program director, was recognized with two programming awards from the Canadian Association for University Continuing Education (CAUCE): Credit Programming Over 48 Hours for the certificate in health informatics, and Non-Credit Programming Under 48 Hours for entrepreneurial mentoring-cultivating the art.

Nepal Mapathon – Geography and Environmental Studies students, faculty and alumni took part in two “Mapping for Nepal” events on April 27th and May 3rd. On April 25th, Nepal was struck by a cataclysmic earthquake that killed more than 8,800 people and injured more than 23,000 others, leaving the country’s villages and infrastructure devastated. From an ocean away, the Ryerson team joined global volunteers using OpenStreetMap, an open-access, crowd-sourced online mapping project – to remap missing roads, villages and buildings with the goal of helping first responders in the aftermath of the disaster. Kamal Paudel (MA Spatial Analysis ’08) and professor Claus Rinner oversaw the events, guiding their collaborators through relatively new technology. The downloadable maps will be important for relief workers in the field, who will not have constant internet access and can download an extract or the entire map onto a device. The project also offered an opportunity to experiment with the technology, which has the potential to alter the way geography is studied and used in the field.

Ryerson Science Rendezvous – On May 9th Ryerson took over Yonge-Dundas Square for the 8th annual Science Rendezvous, offering hands-on activities, demonstrations, ‘fire’ and ‘liquid nitrogen’ stage shows, robots and drones, water science, the creation of ‘lightning’ and the chance to make DNA strands out of licorice and coloured mini marshmallows, 3D printing, zero energy housing, displays of the experiments designed by high school students partnered with Ryerson students that will be going to the International Space Station as part of the Student Spaceflights Experiments Program – and so much more. Visitors of all ages moved around the square collecting ‘passport’ stamps and learning from enthusiastic and knowledgeable students about their studies and research, and how science is a vital part of our everyday life. Special thanks to Dean Imogen Coe and the Faculty of Science for leadership and organization, our exceptional student ambassadors for Ryerson, and everyone involved in a highly-anticipated and always successful event in our community calendar.



BOARD OF GOVERNORS MEETING
June 26, 2015

AGENDA ITEM: Sexual Violence Policy

STRATEGIC OBJECTIVES

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

ACTION REQUIRED: Approval of the policy presented

SUMMARY:

Ryerson's new single policy is being presented here for approval. It makes a commitment to focus on awareness, prevention, education and training. It makes a commitment to provide support for survivors and it outlines under which university policies formal reports/complaints will be handled.

BACKGROUND:

After a series of media stories and the action plan on sexual violence recently released by the Province of Ontario, all Ontario universities are or have been working on the development of a single policy that outlines commitments to address incidents of sexual violence in our campus communities.

COMMUNICATIONS STRATEGY:

A comprehensive communications and awareness strategy will be rolled out to key audiences including students, faculty, staff and government pending approval of the policy.

APPROVED BY:

Mohamed Lachemi
June 26, 2015

Policy on Sexual Violence

Report to the Ryerson Board of Governors – June 26, 2015

Heather Lane Vetere
Vice Provost, Students

Why now?

Recent Developments that have changed the landscape

- Media attention
- National attention on specific cases (Ottawa hockey team/Dalhousie Dentistry)
- Reference group appointed by COU

News / Canada

Canadian post-secondary schools failing sex assault victims

Just nine of more than 100 universities and colleges polled by the Star have adopted a special policy to address sexual assault.

CBCnews | Manitoba

Home World Canada Politics Business Health Arts & Entertainment Technology & Science Trending Weather Video

Canada Manitoba Photo Galleries

EXCLUSIVE | York University fails to support sex assault victims, woman says

"...I'm not returning to campus until you begin to take this seriously," student tells York University

By Kristy Hoffman, CBC News Posted: Mar 03, 2015 5:00 AM CT | Last Updated: Mar 03, 2015 4:31 PM CT

CBCnews | Canada

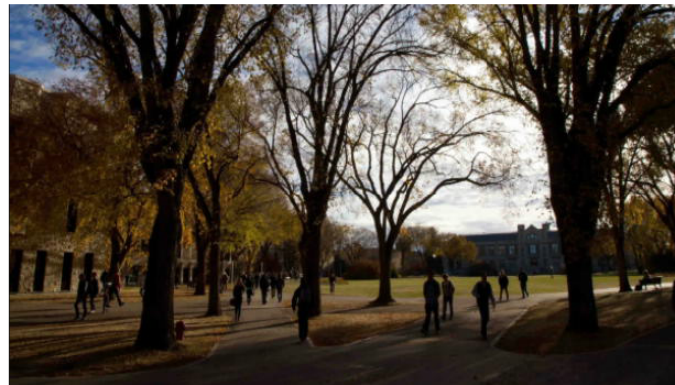
Home World Canada Politics Business Health Arts & Entertainment Technology & Science Trending Weather Video

Canada Photo Galleries Aboriginal Editor's Blog

EXCLUSIVE | Sex assault reporting on Canadian campuses worryingly low, say experts

CBC News contacted 87 university and major colleges across Canada to request data

By Timothy Sawe and Lori Ward, CBC News Posted: Feb 06, 2015 8:29 PM ET | Last Updated: Feb 09, 2015 10:58 PM ET



Sexual assault on campus 4:46

REGIONS	
British Columbia	Kitchener-Waterloo
Kamloops	Hamilton
Calgary	Toronto
Edmonton	Ottawa
Saskatchewan	Montreal
Saskatoon	New Brunswick
Manitoba	Prince Edward Island
Thunder Bay	Nova Scotia
Sudbury	Newfoundland & Labrador
Windsor	North

Stay Connected with CBC News



What we know about incidents of sexual assault at Ryerson...

Data from the National College Health Assessment

Conducted in March 2013

700 Ryerson respondents/over 38,000 respondents nationally

Respondents were asked..."Within the last 12 months, have you experienced..."

Experience	Ryerson males	Canadian males	Ryerson Females	Canadian Females	Ryerson Total	Canadian Total
Sexual touching without your consent	3.1%	3.4%	8.5%	8.5%	6.8%	6.9%
Sexual penetration attempt without your consent	1.0%	0.8%	2.0%	3.0%	1.7%	2.3%
Sexual penetration without your consent	0.0%	0.5%	1.1%	1.5%	0.8%	1.2%

Preparation Timeline

- November 2014 – national news story
- November 2014 - Provost asked Vice Provost, Students to conduct a review
- December 2014 – March 2015 – over 35 meetings with groups and individuals held to seek input
- February 2014 – conference at York for Ontario universities who are all in the process of doing this work
- March 2015 – Ontario government releases action plan on sexual violence and harassment
- Early May 2015 – Vice Provost, Students report with draft policy released to Ryerson community
- Early June 2015 – feedback from community reviewed and edits made to report and draft policy

Provincial Action Plan



IT'S NEVER OKAY:
AN ACTION PLAN
TO STOP SEXUAL
VIOLENCE AND
HARASSMENT
MARCH 2015



Ryerson Policy on Sexual Violence

- Presented today for approval
- Is in line with what is happening at all other Ontario universities and expected legislation from the Ontario government
- Applies to all members of the Ryerson community – not just students
- Elements included
 - Definition of terms
 - Reference to diversity and identity
 - Commitment to awareness, prevention, education and training
 - Clear statement regarding parameters of consent
 - Commitment to support for survivors and survivor driven processes
 - Options for formal reporting/filing of a complaint (adjudicated under existing policies)
 - Limits to confidentiality
 - Maintenance of statistics

Questions??

Policy on Sexual Violence

- **Related Documents:** Discrimination and Harassment Prevention Policy
Student Code of Non-Academic Conduct
Residence Community Standards
Workplace Violence Prevention and Response Program
- **Approval Dates:** June 2015
- **Approved by:** Ryerson Board of Governors
- **Jurisdiction:** Provost & Vice President, Academic (via Vice Provost, Students & Vice Provost/AVP, Equity Diversity and Inclusion (EDI))

Vice President Administration and Finance (via AVP, Human Resources & AVP/VP, EDI)
- **Review Date:** In Fall 2016, and then every 4 years

I. Purpose

- The Purpose of this policy is to make clear the university's commitment to addressing sexual violence in its community through survivor support, awareness, education, training and prevention programs, and the appropriate handling of reports/complaints of incidents of sexual violence.

II. Introduction

- Sexual Violence is a serious problem in our society and on university campuses. Acts of sexual violence have a significant impact on survivors, their friends and family members, and on those who work closely with survivors as supporters, advocates and educators. Sexual violence is a complex issue that needs attention and intervention throughout our society and within our institutions, especially given the prevalence of sexual assault on college and university campuses. It is the most underreported criminal activity and we know through many sources that the number of disclosed or reported incidents on campuses do not reflect the true number of assaults faced by members of our community. This policy is intended to outline commitments to raise awareness and educate about sexual violence, to prevent sexual violence, to reduce the risk of sexual violence incidents, to promote a consent culture, and to respond to the needs of survivors in our community for support and empowerment.

III. Scope or Application and Scope

- This policy applies to all members of the Ryerson community.

IV. Definitions

- **Sexual Violence:** Any violence, physical or psychological, carried out through sexual means or by targeting sexuality. This includes, but is not limited to sexual assault, sexual harassment, stalking, indecent exposure, voyeurism, degrading sexual imagery, distribution of sexual images or video of a community member without their consent, and cyber harassment or cyber stalking of a sexual nature.
- **Sexual Assault:** Any kind of sexual contact without mutual consent. It can include unwanted kissing, fondling, oral or anal sex, intercourse, or other forms of penetration, or any other unwanted act of a sexual nature.
- **Sexual Harassment:** A course of unwanted remarks, behaviours, or communications of a sexually oriented nature and/or a course of unwanted remarks, behaviours or communications based on gender – where the person responsible for the remarks, behaviours or communications knows or ought reasonably to know that these are unwelcome. Sexual harassment may consist of unwanted attention of a sexually oriented nature such as personal questions about one's sex life, persistent requests for a "date", or unwelcome remarks about someone's hair, body shape, etc. Sexual harassment may also consist of unwelcome remarks based on gender which are not of a sexual nature but which are demeaning such as derogatory gender based jokes or comments.
- **Consent:** An active, direct, voluntary, unimpaired and conscious choice and agreement between adults to engage in physical contact or sexual activity.

- **Rape Culture:** A culture in which dominant ideas, social practices, media images, and societal institutions implicitly or explicitly condone sexual assault by normalizing or trivializing sexual violence and by blaming survivors for their own abuse.
- **Survivor:** An individual who has experienced sexual violence.
- **First Responder:** The person to whom the survivor initially disclosed. This could be a friend, staff member or faculty member. They may be significantly affected by the disclosure of sexual violence and may also be in need of support.
- **Person Accused:** A person who has been accused of committing sexual violence.
- **Sexual Violence Survivor Advocate:** A volunteer support person who has received extensive training in working with survivors of sexual violence who will be able to provide individual support and referral to other resources.
- **Disclosure:** When someone discloses to a campus official that they have experienced sexual violence.
- **Report/Complaint:** A formal report or complaint of an incident of sexual violence for the purposes of initiating some form of investigation or adjudication on or off campus.

V. Policy

1. Sexual Violence and Identity

Ryerson University is an extremely diverse community and every effort to address issues of sexual violence needs to be grounded in an understanding that each person's experience will be affected by many factors such as their sex, ancestry, race, ethnicity, language, ability, faith, age, socioeconomic status, sexual orientation, and gender identity. We must acknowledge that some acts of sexual violence are also acts of sexism, racism, ableism, homophobia, or transphobia.

2. Awareness, Prevention, Education and Training

The Office of Sexual Violence Education and Support will work with on and off campus partners including, but not limited to, student organizations, Student Affairs staff, Academic departments, Human Resources, the Teaching and Learning Office, the EDI Office and Security and Emergency Services to develop an annual education strategy that includes campaigns, training sessions, workshops, print and online resources, programs and events on a breadth of topics related to sexual violence on campus – topics such as rape culture, consent culture, sexual assault awareness, how to seek support, resources for survivors, advice and resources for first responders, etc. The audience for these efforts would include staff, faculty, students and visitors to our campus. A particular emphasis will be placed on educating new members of the Ryerson community about this issue through student, staff and faculty orientation activities.

Faculties and departments are encouraged to include education related to rape culture and sexual violence in course materials and program curriculum where appropriate.

3. Parameters of Consent

The University through the efforts of the Office of Sexual Violence Education and Support and its partners will work to promote a consent culture on campus including promotion of the following principles related to consent:

- Consent is active, not passive or silent
- It is the responsibility of the person who wants to engage in physical contact or sexual activity to make sure that they have consent from the other person(s) involved.
- Consent to one sexual act does not constitute or imply consent to a different sexual act.
- Consent is required regardless of the parties' relationship status or sexual history together.
- Consent cannot be given by a person who is incapacitated by alcohol or drugs or who is unconscious or otherwise lacks the capacity to give consent.
- If a survivor's judgement is impaired, consent is not valid.
- Impaired judgement that leads an assailant to think or believe there was consent is not an excuse.

4. Survivor Support

- a. All members of the Ryerson community (staff, faculty and students) should expect to receive support through the appropriate office if they have experienced sexual violence. Detailed information about on- and off campus supports will be provided on a dedicated Sexual Violence Education and Support website.
- b. Survivors should be able to access support regardless of when, where or by whose hand they experienced an incident of sexual violence.
- c. The Office of Sexual Violence Education and Support will work with individual survivors in determining their support and/or workplace and academic accommodation needs and assist them in accessing these.
- d. Survivors need only to disclose their experience to seek support and will not be required or pressured to make a formal report or complaint. In some very rare cases the university may be required to take some action without the survivor's consent (see section 5 on confidentiality below). If this is necessary individuals affected would be fully informed and supported at every step of any process.
- e. Survivors have the right to determine what and how much they choose to disclose or report about their experience and to decide whether to report to police and/or Ryerson Security.

5. Formal Reporting/Complaint Options for Survivors

Survivors of sexual violence have options for filing a formal report/complaint in response to an incident of sexual violence. Staff and advocates from the Office of Sexual Violence Education and Support can assist survivors in understanding each of these options and in ensuring that they have all the information that they need in order to make an appropriate decision on next steps. Detailed information about options and what to expect for all parties, survivors and persons accused, will be provided on a dedicated Sexual Violence Education and Support website. Some options will depend on the community status of the survivor and/or the person accused. All processes must follow principles of natural justice and must appropriately protect the rights of both the survivor and the person accused. Reporting options include but are not limited to:

- a. Criminal Option – reports/complaints can be made to the police in an effort to pursue criminal charges under the Criminal Code of Canada
- b. Non-Criminal On-campus options
 - Discrimination and Harassment Prevention Policy
 - Student Code of Non-Academic Conduct
 - The Residence Community Standards Process
 - Reports/Complaints can also be made to the Manager in a workplace along with HR and Faculty Affairs depending on the parties involved.

6. Confidentiality

Ensuring confidentiality is a key principle in creating an environment and culture where survivors feel safe to disclose and seek support and accommodation. The university is committed ensuring such an environment and culture exists. There are, however, limits to the confidentiality that can be assured under certain circumstances such as:

- a. An individual is judged to be at imminent risk of self-harm.
- b. An individual is judged to be at imminent risk of harming another.
- c. Reporting or action is required by law.
- d. Evidence of sexual violence is available in the public realm (eg. video shared publicly on social media)

7. Maintenance of Statistics

The Office of Sexual Violence Education and Support will maintain annual statistics on disclosed and reported incidents of sexual violence on campus for the purposes of community education and any legislated reporting that may be required. This data would not include any information that would identify any community member.

VI. Roles and Responsibilities

University Executive

- Maintain and communicate an ongoing commitment to seriously address the issue of sexual violence on university campuses

Vice Provost, Students

- Provide an organizational home of the Office of Sexual Violence Education and Support.
- Oversight of the operation of the Student Conduct Office and Student Code of Non-Academic Conduct

- Work in close partnership with the Vice Provost/AVP, EDI and the Assistant Vice President, HR on the interpretation and application of this policy.

Vice Provost, Assistant Vice President, Equity, Diversity and Inclusion

- Work in close partnership with the Vice Provost, Students and the Assistant Vice President, HR on the interpretation and application of this policy.
- Oversight of the operation of the DHPS Office and Discrimination and Harassment policy.

Assistant Vice President, Human Resources

- Work in close partnership with the Vice Provost/AVP, EDI and the Vice Provost, Students on the interpretation and application of this policy.
- Ensure that appropriate supports are in place for survivors who are employees of the institution through HR benefits, programs and EAP.
- Work with HR consultants and Managers and Supervisors to support workplace accommodations required in response to incidents of sexual violence at Ryerson.

Vice Provost, Faculty Affairs

- Work in close partnership with the Vice Provost/AVP, EDI, the Vice Provost, Students and the Assistant Vice President Human Resources on the interpretation and application of this policy.
- Ensure appropriate supports are in place for survivors who are academic staff of the institution, liaising with Human Resources regarding available programs or offerings that will assist survivors
- Work with Deans, Chairs and Directors and Human Resources to support workplace accommodations required in response to incidents of sexual violence at Ryerson.

Office of Sexual Violence Education and Support

- Oversee the day to day implementation and operation of this policy as outlined in the office's mandate and job descriptions
- Develop and implement with on and off campus partners the awareness, prevention, education and training strategy
- Recruit, select, train and dispatch a team of Sexual Violence Survivor Advocates

Director, Integrated Risk Management

- Through Security and Emergency Services provide appropriate services and supports such as safety planning, assisting survivors who chose to reporting to police, referral of community members to the Office of Sexual Violence Education and Support, assisting DHPS, HR, Student Conduct Officer and Housing with investigations and application of sanctions where appropriate.

Student Affairs

- Ensure that the appropriate supports are in place for survivors who are students through the many units within Student Affairs including the Medical Centre, Centre for Student Development and Counselling, Housing and Residence Life etc.

Faculty and Academic Departments

- Cooperate to the extent possible with students or their advocates as they attempt to seek academic accommodation in the face of incidents of sexual violence and their aftermath.

All members of the University community

- Participate in education and training programs where appropriate especially those designed for "first responders".
- Refer survivors to the Office of Sexual Violence Education and Support

VII. Jurisdiction

This policy falls under the jurisdiction of Provost and Vice President, Academic and the Vice President, Administration and Finance. The interpretation and application of this policy is the responsibility of the Vice Provost, Students, the Assistant Vice President, Human Resources, the Vice Provost, Faculty Affairs and the Assistant Vice President/Vice Provost, Equity, Diversity and Inclusion.

VIII. Policy Review

After an initial review in Fall 2016, this policy will be reviewed every four years with extensive community consultation, including in particular students.

DRAFT RESOLUTION

RE: Sexual Violence Policy

BE IT AND IT IS HEREBY RESOLVED:

That the Sexual Violence Policy be approved as presented and that the policy be reviewed in one year.

June 26, 2015



BOARD OF GOVERNORS MEETING

Date: June 26, 2015

AGENDA ITEM:

Ryerson Communication and Design Society (RCDS)

STRATEGIC OBJECTIVES

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

ACTION REQUIRED

For information only

SUMMARY:

Presentation provided by student executive of the Ryerson Communication and Design Society (RCDS) to report on its first year of operation after a successful referendum in November 2013. The presentation will outline key milestones and describe the different ways the RCDS benefits the students in the Faculty of Communication and Design.

BACKGROUND:

On September 2013 the Board approved a request for referendum to fund the RCDS through a student levy. After a successful referendum the RCDS has recently completed its first full year of operation (May 1st 2014 – April 30th 2015).

COMMUNICATIONS STRATEGY:

None required

PREPARED BY:

Name Tyler Webb
Date June 23, 2014

APPROVED BY:

Name Mohamed Lachemi
Date June 23, 2015



Prepared by:

Tyler Webb, RCDS President, 2014-2015

Casey Yuen, RCDS President, 2015-2016

Miri Makin, Manager Student Relations and Development, FCAD





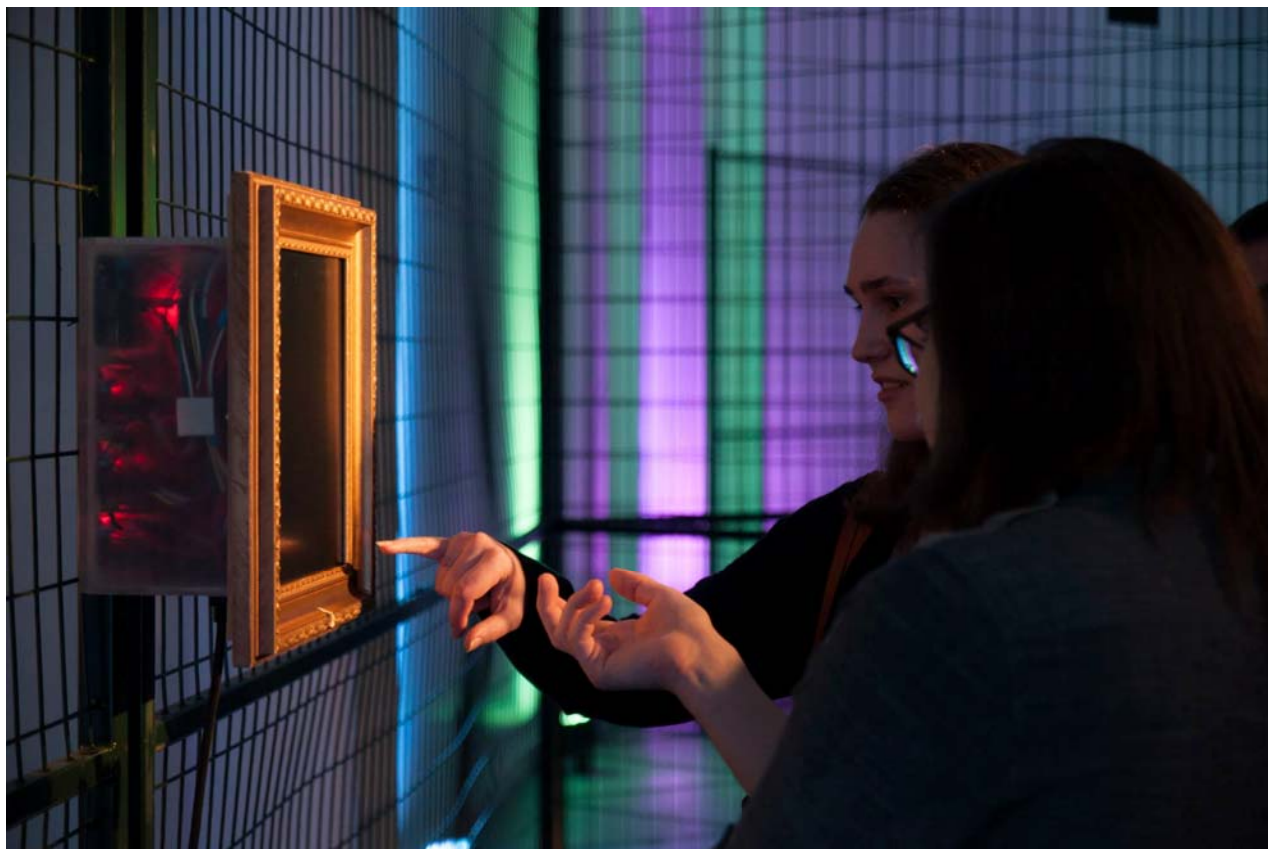
ACADEMIC



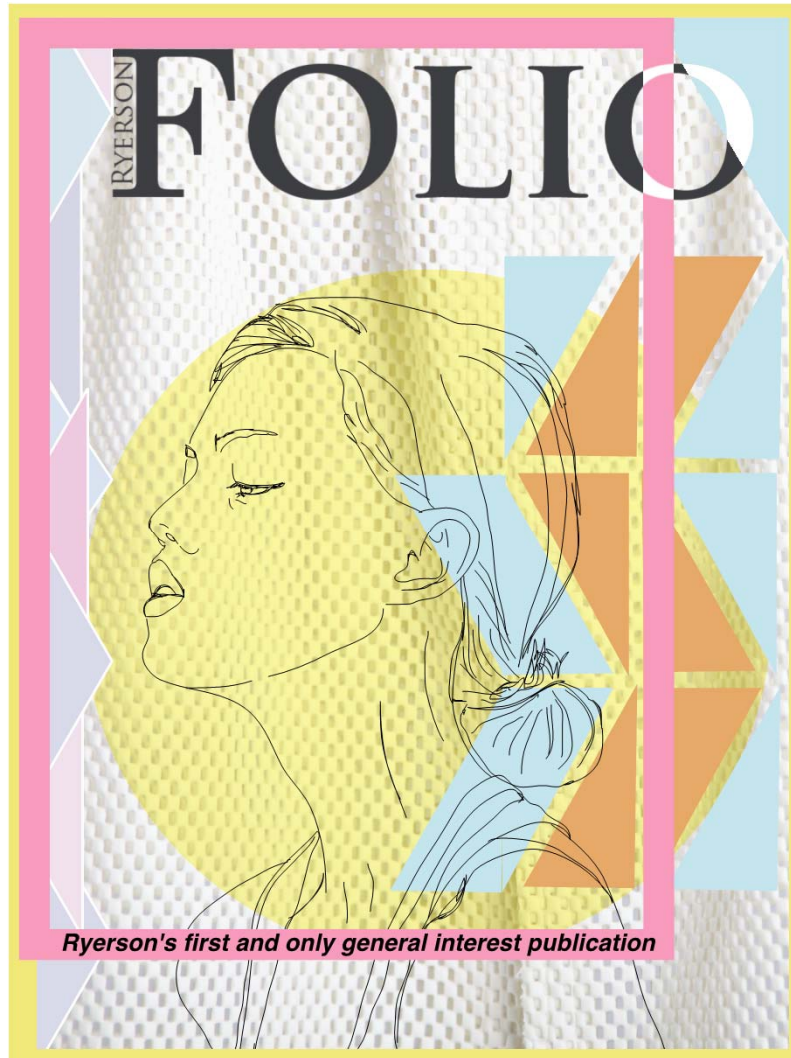
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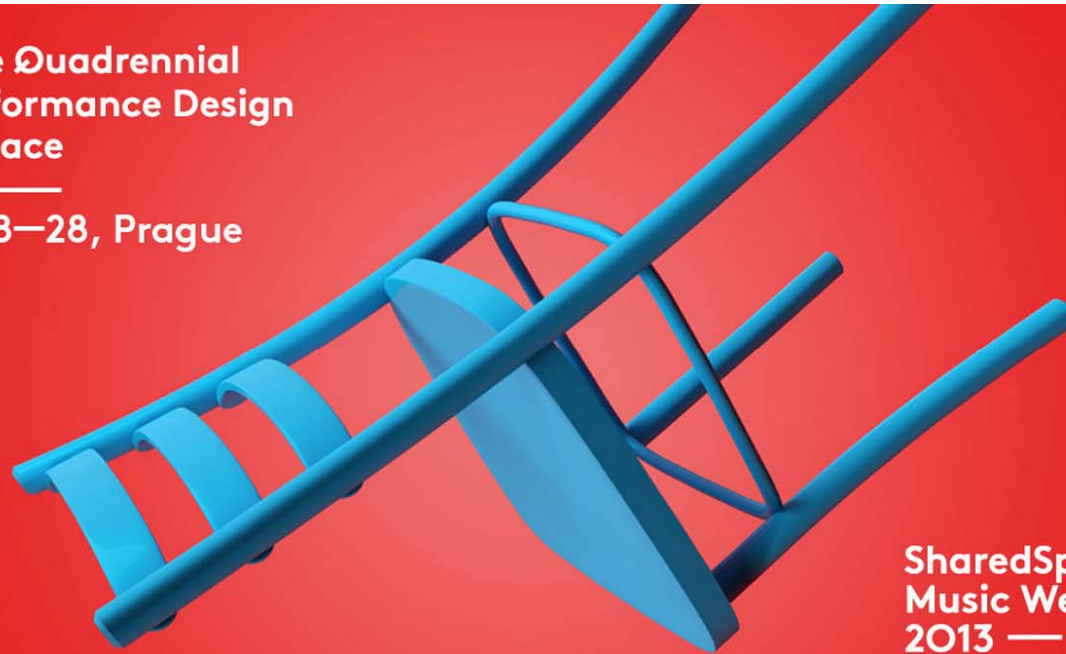






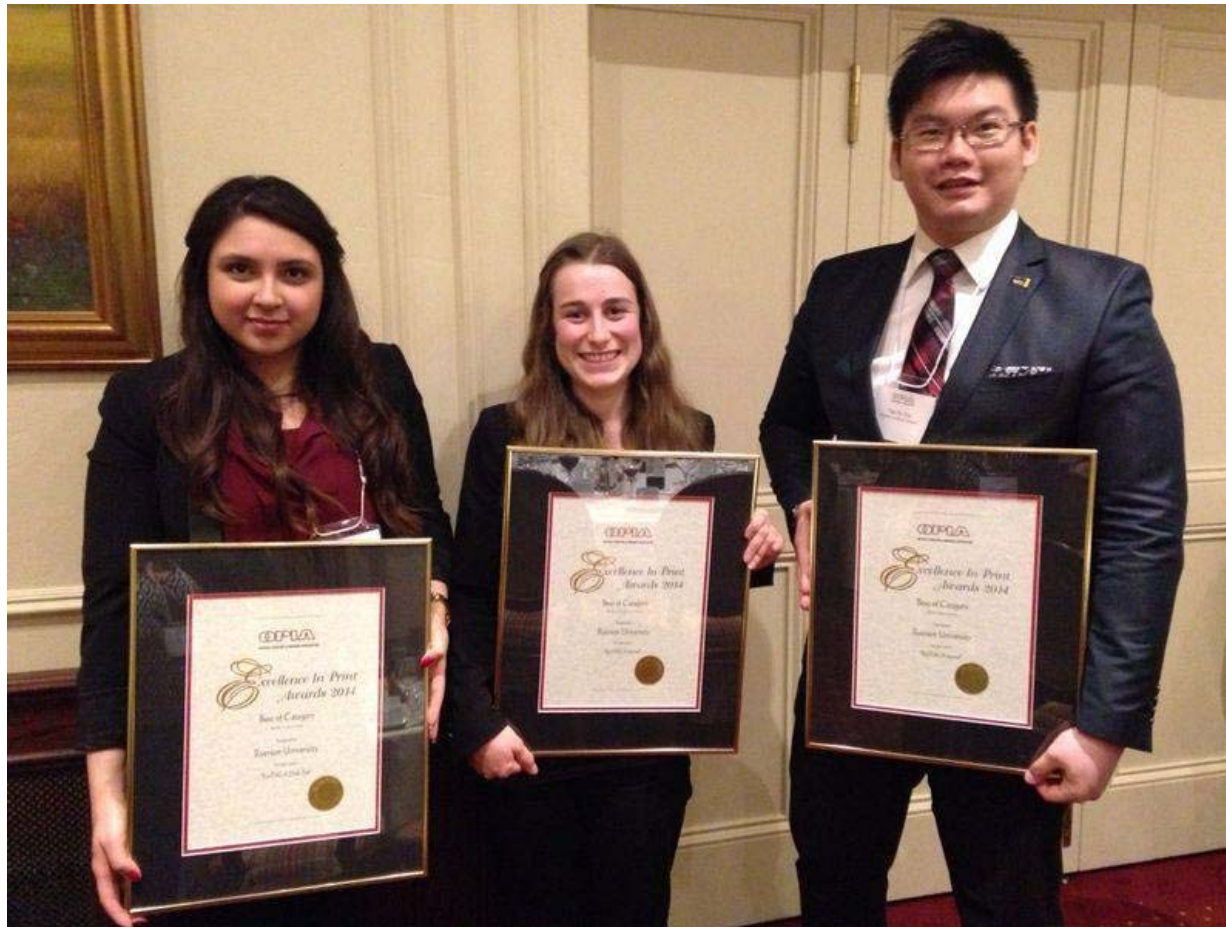
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of Performance Design
and Space

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RyeTAGA Wins the Helmut Kipphan Cup

SUBSCRIBER ACTION REQUIRED PG. 11

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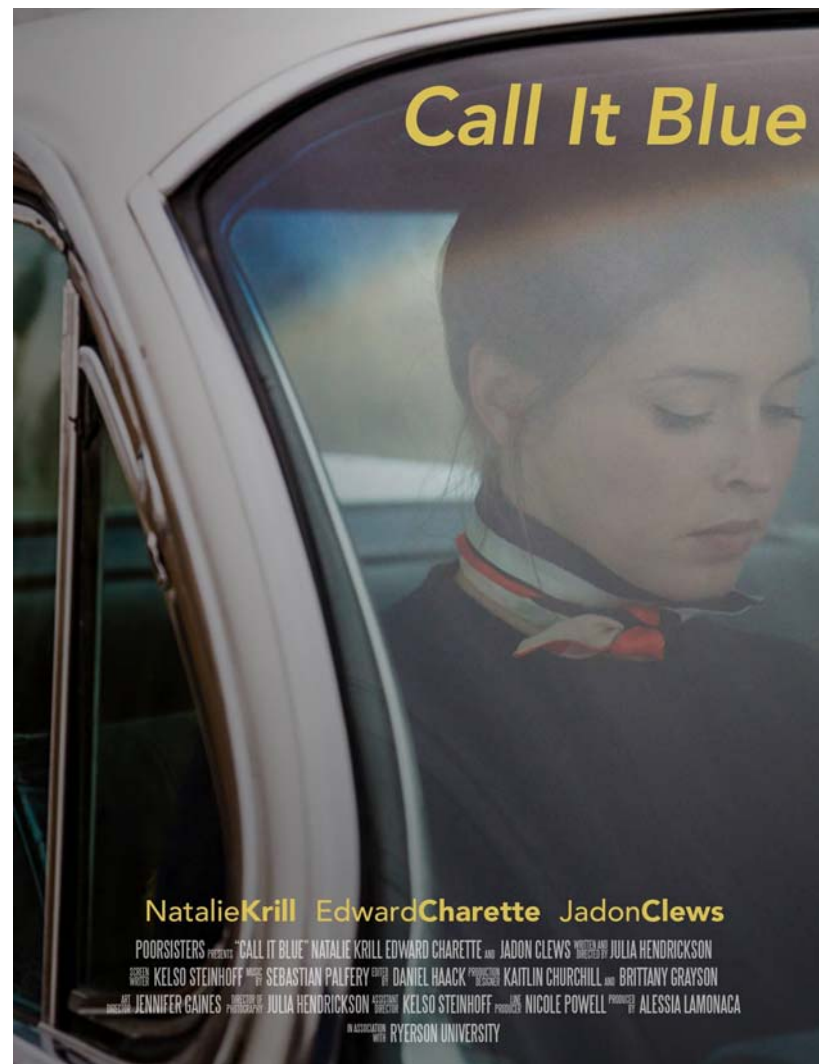














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Monday, June 8, 2015



Taking it to the next stage

New theatre school graduates form their own performance company







**Faculty
Survey**
February 2013



**Request for
Referendum**
September 2013



**Referendum
Successful**
November 2013



On behalf of



THANK YOU!





BOARD OF GOVERNORS MEETING

June 26, 2015

AGENDA ITEM: Draft Audited Financial Statements – Year Ended April 30, 2015

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: Recommend approval of the Audited Financial Statements

SUMMARY: Ryerson has received an unqualified external audit opinion for the financial statements for the year ended April 30, 2015 (attached).

The results for the year can be summarized as follows:

\$000	2015	2014
Revenue less expenses	21.0	42.9
Plus		
Loss (Gain) on SWAPs	11.9	(14.9)
Adjusted revenue less expenses	32.9	28.0

Highlights

- The completion of the Student Learning Centre (SLC) on budget, which has had an impact on the unrestricted deficit due to the use of available cash rather than borrowing.
- The endowment fund is now \$116.9m
- The repayment of \$8.25m to Loblaw
- The purchase of TRSM air rights of \$5.2m
- Simplification of the statement of net assets, which combines the former three columns of internally restricted net assets (invested in capital assets, employee future benefits and

carryforwards) into one column, and a more detailed note (13) to describe each component of internally restricted net assets.

Attached is an annotated version of the statements with additional columns:

- year over year % change
- comments on the year over year changes,

which is intended to provide clarification and further details on the audited statements:

BACKGROUND: N/A

COMMUNICATIONS STRATEGY: N/A

PREPARED BY:

Name Janice Winton, Vice President, Administration & Finance and CFO
Date June 16, 2015

DRAFT

June 24, 2015 ~~June 16, 2015~~

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

RYERSON
UNIVERSITY

CONSOLIDATED FINANCIAL STATEMENTS

Year ended April 30, 2015

RYERSON UNIVERSITY

DRAFT Year ended April 30, 2015

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INDEPENDENT AUDITORS' REPORT

To the Board of Governors of Ryerson University

We have audited the accompanying consolidated financial statements of Ryerson University, which comprise the consolidated balance sheet as at April 30, 2015, the consolidated statements of operations, changes in net assets and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements present fairly, in all material respects, the consolidated financial position of Ryerson University as at April 30, 2015, and its consolidated results of operations and its consolidated cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

DRAFT

Chartered Professional Accountants, Licensed Public Accountants

Toronto, Canada

RYERSON UNIVERSITY

DRAFT Consolidated Balance Sheet

[In thousands of dollars]

April 30, 2015, with comparative information for 2014

	2015 \$	2014 \$
ASSETS		
Current		
Cash and cash equivalents	129,867	160,480
Short-term investments	594	6,009
Accounts receivable [note 5]	28,852	23,357
Prepaid expenses	4,163	3,749
Inventories	1,432	1,279
Current portion of notes receivable [note 6]	234	353
Total current assets	165,142	195,227
Investments [note 3[a]]	229,068	206,872
Employee future benefits - pension [note 4]	128,053	99,758
Notes receivable [note 6]	5,677	6,215
Capital assets[note 7]	997,921	956,075
	1,525,861	1,464,147
LIABILITIES, DEFERRED CONTRIBUTIONS AND NET ASSETS		
Current		
Accounts payable and accrued liabilities [note 8]	66,287	66,799
Deferred revenue	18,628	14,047
Current portion of long-term debt [note 9[a]]	5,847	13,244
Current portion of fair value of interest rate swap [note 9[b]]	7,131	6,840
Total current liabilities	97,893	100,930
Employee future benefits - other [note 4]	21,155	23,329
Long-term debt [note 9[a]]	174,246	180,016
Fair value of interest rate swap [note 9[b]]	40,463	28,808
Deferred revenue contributions [note 10]	58,853	57,037
Deferred capital contributions [note 11]	197,790	199,519
	590,400	589,639
Net assets		
Endowments [notes 3[a] and 12]	116,928	105,915
Other [notes 13 and 14]	818,533	768,593
Total net assets	935,461	874,508
Commitments [note 16]		
Contingent liabilities [note 17]		
	1,525,861	1,464,147

See accompanying notes to consolidated financial statements

On behalf of the Board of Governors:

_____ Chair _____ Secretary

RYERSON UNIVERSITY

DRAFT Consolidated Statement of Operations

[In thousands of dollars]

Year ended April 30, 2015, with comparative information for 2014

	2015	2014
	\$	\$
<hr/>		
REVENUE		
Grants and contracts	283,689	271,077
Student fees	273,083	252,521
Sales and services	34,108	33,018
Donations recognized <i>[note 15[b]]</i>	9,811	4,914
Amortization of deferred capital contributions <i>[note 11]</i>	9,190	8,642
Investment income <i>[note 3[b]]</i>	6,932	6,032
Other income	4,516	3,523
	<hr/> 621,329	<hr/> 579,727
<hr/>		
EXPENSES		
Salaries and benefits	392,295	369,176
Employee future benefits <i>[note 4]</i>	(1,354)	(928)
Materials, supplies, repairs and maintenance	125,273	114,082
Bursaries and scholarships	35,224	33,303
Interest <i>[note 9[a]]</i>	9,023	9,264
Amortization of capital assets <i>[note 7]</i>	27,927	26,763
	<hr/> 588,388	<hr/> 551,660
Unrealized (gain) loss on interest rate swap <i>[note 9[b]]</i>	11,946	(14,890)
	<hr/> 600,334	<hr/> 536,770
Revenue less expenses	<hr/> 20,995	<hr/> 42,957

See accompanying notes to consolidated financial statements

RYERSON UNIVERSITY

DRAFT Consolidated Statement of Changes in Net Assets

[In thousands of dollars]

Year ended April 30, 2015, with comparative information for 2014

				2015	2014
	Unrestricted	Internally	Endowments	Total	Total
	\$	Restricted	\$	\$	\$
		<i>[note 13]</i>	<i>[note 12]</i>		
Net assets, beginning of year	(104,608)	873,201	105,915	874,508	823,058
Revenue less expenses (expenses less revenue)	20,995	–	–	20,995	42,957
Capitalization of investment income (loss) in endowments	(87)	–	9,907	9,820	5,352
Internally restricted endowment	(83)	–	83	–	–
Endowment contributions	–	–	1,023	1,023	932
Change in internally restricted net assets	(80,486)	109,601	–	29,115	2,209
Net assets, end of year	(164,269)	982,802	116,928	935,461	874,508

See accompanying notes to consolidated financial statements

RYERSON UNIVERSITY

DRAFT Consolidated Statement of Cash Flows

[In thousands of dollars]

Year ended April 30, 2015, with comparative information for 2014

	2015	2014
	\$	\$
OPERATING ACTIVITIES		
Revenue less expenses	20,995	42,957
Add (deduct) non-cash items:		
Amortization of capital assets <i>[note 7]</i>	27,927	26,763
Amortization of deferred capital contributions <i>[note 11]</i>	(9,190)	(8,642)
Unrealized (gain) loss on interest rate swap <i>[note 9[b]]</i>	11,946	(14,890)
Unrealized gain on investments <i>[note 10]</i>	–	(435)
Employee future benefits contributions <i>[note 4]</i>	(19,537)	(18,502)
Employee future benefits expense <i>[note 4]</i>	18,183	17,574
Net change in deferred revenue contributions <i>[note 10]</i>	1,816	12,195
Net change in non-cash working capital balances <i>[note 18]</i>	(1,993)	8,278
Cash provided by operating activities	50,147	65,298
INVESTING ACTIVITIES		
(Increase) decrease in notes receivable <i>[note 6]</i>	657	(229)
Acquisition of capital assets <i>[note 7]</i>	(69,773)	(46,320)
(Increase) decrease in short-term investment	5,415	(6,009)
Increase in investments	(22,196)	(5,293)
Cash used in investing activities	(85,897)	(57,851)
FINANCING ACTIVITIES		
Contributions received for capital purposes <i>[note 11]</i>	7,461	6,614
Endowment contributions	1,023	932
Capitalization of investment income in endowments	9,820	5,352
Repayment of long-term debt principal <i>[note 9[a]]</i>	(13,267)	(1,976)
Increase in long-term debt <i>[note 9[a]]</i>	100	11,200
Cash provided by financing activities	5,137	22,122
Net increase (decrease) in cash and cash equivalents during the year	(30,613)	29,569
Cash and cash equivalents, beginning of year	160,480	130,911
Cash and cash equivalents, end of year	129,867	160,480
Supplemental cash flow information:		
Interest paid	10,329	10,400

See accompanying notes to consolidated financial statements

RYERSON UNIVERSITY

DRAFT Notes to Consolidated Financial Statements

[In thousands of dollars]

Year ended April 30, 2015

1. DESCRIPTION

Ryerson University [the "University"] was incorporated in 1948 under the laws of the Province of Ontario. The mission of the University is the advancement of applied knowledge and research to address societal needs 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, the goal of the University is to be 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.

These consolidated financial statements reflect the assets, liabilities, net assets, revenue, expenses and other transactions of all of the operations controlled by the University, including its wholly owned subsidiary, Ryerson Futures Incorporated. Accordingly, these consolidated financial statements include the academic, administrative and other operating expenditures funded by fees, grants and other general revenue; restricted purpose funds, including endowment, research and trust; and the ancillary operations, such as residences, food services and parking.

The University is a registered charity and, therefore, is exempt from income taxes under the Income Tax Act [Canada].

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

These financial statements have been prepared in accordance with Part III of the Chartered Professional Accountants of Canada ("CPA Canada") Handbook, which sets out generally accepted accounting principles for not-for-profit organizations in Canada and includes the significant accounting policies set out below:

Cash and cash equivalents

Cash and cash equivalents consist of cash on hand and money-market instruments, such as treasury bills, with a term to maturity of three months or less at the time of purchase and which are readily convertible to cash on short notice. All investments with a maturity date greater than three months and less than one year are classified as short-term investments. All investments in excess of one year are classified as long-term investments.

Inventories

Inventories, which consist of goods held for resale, are recorded at the lower of cost and net realizable value.

RYERSON UNIVERSITY

DRAFT Notes to Consolidated Financial Statements [continued]

[In thousands of dollars]

Year ended April 30, 2015

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES [continued]

Employee future benefits

The University has defined benefit pension plans for its employees and provides other retirement benefits, such as extended health and dental care, for some of its employees. Consistent with the CPA Canada Handbook Accounting Part III Section 3463, all employee future benefits plans are reflected using the Funding Valuation Approach.

The University recognizes the amount of the accrued obligation, net of the fair value of plan assets in the consolidated balance sheet. Current service and finance costs are expensed during the year. Remeasurements and other items which represent the total of the difference between actual and expected return on plan assets, actuarial gains and losses, and past service costs, are recognized directly in the consolidated statement of changes in net assets as a separately identified line item.

The cost of pensions and other retirement benefits earned by employees is determined using the projected benefit method prorated on services and management's best estimates regarding assumptions about a number of future conditions, including investment returns, salary changes, withdrawals, mortality rates and expected health care costs. The fair market value of assets is used for disclosure and calculation of pension cost, effective on the measurement date, which is April 30 of each year.

Contributions to defined benefit plans are expensed when due.

Capital assets

Capital assets acquired and constructed by the University are recorded at cost. Contributions of capital assets are capitalized at fair value at the date of contribution. Capital assets are amortized on a straight-line basis over their estimated useful lives as follows:

Buildings	40 years
Equipment and furnishings	3 - 10 years
Library books	5 years
Leasehold improvements	Over lease term

Costs of capital projects in progress, including interest, are capitalized. Interest costs are capitalized during the construction period. Amortization is not recognized until project completion.

Works of art

Purchases of artworks are expensed. Donated artworks [collections] are not recognized in the consolidated financial statements.

RYERSON UNIVERSITY

DRAFT Notes to Consolidated Financial Statements [continued]

[In thousands of dollars]

Year ended April 30, 2015

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES [continued]

Revenue recognition

The University follows the deferral method of accounting for contributions, which includes donations and government grants. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Contributions externally restricted for purposes other than endowment are deferred and recognized as revenue in the year in which the related expenses are recognized. Donation pledges are not recorded since they are not legally enforceable claims. Endowment contributions are recognized as direct increases in net assets in the year in which they are received. Student fees are recognized as revenue when courses and seminars are held. Sales and services revenue is recognized at point of sale or when the service has been provided.

Foreign currency translation

Monetary assets and liabilities in foreign currencies are translated at the exchange rate in effect at year end. Operating revenue and expenses are translated at average rates prevailing during the year. Gains or losses arising from these translations are included in the consolidated statement of operations.

Contributed services

An indeterminable number of hours are contributed by volunteers each year. However, because of the difficulty of determining their fair value, contributed services are not recognized in these consolidated financial statements.

Use of estimates

The preparation of consolidated financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and the disclosure of contingent assets and liabilities at the date of the consolidated financial statements and the reported amounts of revenue and expenses for the year. Actual results could differ from those estimates.

Financial instruments

Financial instruments are recorded at fair value on initial recognition. Freestanding derivative instruments that are not in a qualifying hedging relationship and equity instruments that are quoted in an active market are subsequently measured at fair value. All other financial instruments are subsequently recorded at cost or amortized cost, unless management has elected to carry the instruments at fair value. The University has elected to continue to carry any such financial instruments at fair value.

RYERSON UNIVERSITY

DRAFT Notes to Consolidated Financial Statements [continued]

[In thousands of dollars]

Year ended April 30, 2015

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES [continued]

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred. All other financial instruments are adjusted by transaction costs incurred on acquisition and financing costs, which are amortized using the straight-line method.

Financial assets are assessed for impairment on an annual basis at the end of the fiscal year. If there is an indicator of impairment, the University determines if there is a significant adverse change in the expected amount or timing of future cash flows from the financial asset. If there is a significant adverse change in the expected cash flows, the carrying value of the financial asset is reduced to the highest of the present value of the expected cash flows, the amount that could be realized from selling the financial asset or the amount the University expects to realize by exercising its right to any collateral. If events and circumstances reverse in a future period, an impairment loss will be reversed to the extent of the improvement, not exceeding the initial carrying value.

Capital management

The University manages its capital by maintaining optimum levels on an ongoing basis. The objective is to ensure an adequate supply for operations while maintaining the flexibility to maximize investment returns and/or to reduce the cost of any potential external financing.

The levels of liquid resources are considered in the annual budget process. Cash flows are monitored on a daily basis, and actual operating results are compared to budget on a quarterly basis. The consolidated financial statements are augmented by reports that detail the liquid inflows and outflows.

3. INVESTMENTS AND INVESTMENT INCOME

[a] Investments classified as long-term of \$229,068 [2014 - \$206,872] represent funds held for endowments, deferred revenue contributions, unspent deferred capital contributions and internally designated funds for capital projects.

Investments held for endowment net assets of \$116,928 [2014 - \$105,915] consist of units of Fiera Capital Corp., Fiera Balanced Endowment Foundation and Trust Fund ["EFT"]. The EFT asset mix was 11.17% short-term investments [2014 - 5.84%], 28.54% bonds [2014 - 30.55%], 30.09% Canadian equities [2014 - 32.91%] and 30.20% foreign equities [2014 - 30.70%].

Investments held for other purposes of \$112,140 [2014 - \$100,957] are invested in investment savings accounts [2014 - money market instruments, except for \$700 invested in equity instruments].

RYERSON UNIVERSITY

DRAFT Notes to Consolidated Financial Statements [continued]

[In thousands of dollars]

Year ended April 30, 2015

3. INVESTMENTS AND INVESTMENT INCOME [continued]

[b] Investment income included in the consolidated statement of operations is calculated as follows:

	2015	2014
	\$	\$
Net investment income	17,476	17,974
Less amount attributed to deferred revenue contributions [note 10]	(648)	(6,073)
Less amount attributed to deferred capital contributions [note 11]	(76)	(82)
Less amount attributed to endowment capital preservation [note 12]	(9,820)	(5,352)
Unrealized investment gain [note 10]	–	(435)
Investment income recognized during the year	6,932	6,032

Investment income earned is net of management fees of \$336 [2014 - \$313].

[c] The associated risks with the investments are as follows:

Liquidity risk:

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. All of the University's pooled fund investments, held from time to time, are considered to be readily realizable as they are listed on recognized stock exchanges and can be quickly liquidated at amounts close to their fair value in order to meet liquidity requirements.

Interest rate risk:

The value of fixed income securities, held from time to time, will generally rise if interest rates fall and fall if interest rates rise. The value of securities will vary with developments within the specific companies or governments which issue the securities.

Credit risk:

Credit risk refers to the risk that a counterparty may default on its contractual obligations resulting in a financial loss. The University is exposed to credit risk with respect to investments and accounts receivable. The University assesses, on a continuous basis, accounts receivable and provides for any amounts that are not collectible in the allowance for doubtful accounts.

Market risk:

The value of equity securities changes with stock market conditions, which are affected by general economic and market conditions. The University manages the market risk of its investment portfolio by investing in pooled funds in a widely diversified group of asset classes managed by external investment managers.

RYERSON UNIVERSITY

DRAFT Notes to Consolidated Financial Statements [continued]

[In thousands of dollars]

Year ended April 30, 2015

3. INVESTMENTS AND INVESTMENT INCOME [continued]

Foreign exchange risk:

The value of securities denominated in a currency other than the Canadian dollar will be affected by changes in the value of the Canadian dollar in relation to the value of the currency in which the security is denominated.

4. EMPLOYEE FUTURE BENEFITS

The University has defined benefit plans, being the Ryerson Retirement Pension Plan , Total Earnings Supplementary Plan and the Supplemental Retirement Pension Plan . Other defined benefit plans provide other retirement and post-employment benefits to most of its employees. Certain faculty are members of the Teachers' Superannuation Fund, a multi-employer defined benefit plan. Pension indexing has been incorporated in the plans.

The University's pension plans are based on years of service and the average pensionable salary over a consecutive 60-month period. Pension benefits will be increased each year in accordance with the increases to the Consumer Price Index ["CPI"] to a maximum CPI increase of 8%. Any increases in the CPI above 8% will be carried forward and added in years when the CPI is less than 8%.

Other defined benefit plans are for faculty early retirees where the University pays 100% of the premium for medical, dental and life insurance until the age of 65. All retirees after the age of 65 are required to pay their own premiums for medical and dental benefits.

RYERSON UNIVERSITY

DRAFT Notes to Consolidated Financial Statements [continued]

[In thousands of dollars]

Year ended April 30, 2015

4. EMPLOYEE FUTURE BENEFITS [continued]

The latest actuarial valuations for the registered pension plans were performed and submitted as at January 1, 2014. The next required actuarial valuation will be on January 1, 2017. The University has a practice of performing annual valuations for accounting purposes for defined benefit plans. The University measures its accrued benefit obligation and the fair value of plan assets as at April 30.

	2015		2014	
	Pension benefit plans	Other benefit plans	Pension benefit plans	Other benefit plans
	\$	\$	\$	\$
Fair value of plan assets	1,092,502	–	984,125	–
Accrued benefit obligations	(964,449)	(21,155)	(884,367)	(23,329)
Employee future benefits asset (liability)	128,053	(21,155)	99,758	(23,329)

Information about the expense, funding and benefits paid under University's defined benefit plans is as follows:

	2015			2014		
	Pension benefit plans	Other benefit plans	Total benefit plans	Pension benefit plans	Other benefit plans	Total benefit plans
	\$	\$	\$	\$	\$	\$
Defined benefit plans	(3,726)	2,372	(1,354)	(3,170)	2,242	(928)
Funding by employer	18,750	787	19,537	17,672	830	18,502
Employee future benefits expense	15,024	3,159	18,183	14,502	3,072	17,574
Contributions to multi-employer defined benefit plan	58	–	58	84	–	84
Benefits paid	35,412	787	36,199	37,713	830	38,543

RYERSON UNIVERSITY

DRAFT Notes to Consolidated Financial Statements [continued]

[In thousands of dollars]

Year ended April 30, 2015

4. EMPLOYEE FUTURE BENEFITS [continued]

The principal actuarial assumptions adopted in measuring the University's accrued benefit obligations and expense for defined benefit plans are as follows:

	2015		2014	
	Pension benefit plans	Other benefit plans	Pension benefit plans	Other benefit plans
	%	%	%	%
Accrued benefit obligation				
Discount rate	6.50	6.50	6.45	6.45
Rate of compensation increase	3.75	3.75	5.25	5.25
Rate of inflation	2.25	—	2.25	—
Benefit cost				
Discount rate	6.45	6.45	6.45	6.45
Rate of compensation increase	5.25	5.25	5.25	5.25
Rate of inflation	2.25	—	2.25	—
Medical costs				
Drug	—	7.00	—	10.00
Hospital	—	4.00	—	4.50
Other medical	—	4.00	—	4.50
Dental	—	4.00	—	4.50

RYERSON UNIVERSITY

DRAFT Notes to Consolidated Financial Statements [continued]

[In thousands of dollars]

Year ended April 30, 2015

4. EMPLOYEE FUTURE BENEFITS [continued]

Internally restricted net assets for employee future benefits are calculated as follows:

	2015 \$	2014 \$
Pension benefit plan asset	128,053	99,758
Other benefit plans liability	(21,155)	(23,329)
	106,898	76,429

Increase to net assets from remeasurement:

	2015			2014		
	Pension benefit plans \$	Other benefit plans \$	Total benefit plans \$	Pension benefit plans \$	Other benefit plans \$	Total benefit plans \$
Remeasurement	24,569	4,546	29,115	1,159	1,050	2,209

5. ACCOUNTS RECEIVABLE

	2015 \$	2014 \$
Student receivable	19,500	18,329
Grants receivable	1,930	941
Other receivable	8,273	4,857
	29,703	24,127
Less allowance for doubtful accounts	(851)	(770)
	28,852	23,357

RYERSON UNIVERSITY

DRAFT Notes to Consolidated Financial Statements [continued]

[In thousands of dollars]

Year ended April 30, 2015

6. NOTES RECEIVABLE

The notes receivable balance includes:

- (i) The Palin Foundation, in the amount of \$5,911 [2014 - \$6,131], as outlined in the Student Campus Centre Operating Agreement, which bears interest at 5.93%.
- (ii) Other agreements with Ryerson Futures Inc. totalling nil [2014 - \$437].

The repayment period will continue until January 2031 as follows:

	\$
2016	234
2017	248
2018	264
2019	280
2020	315
Thereafter	4,570
	5,911
Less current portion	(234)
	5,677

Total interest earned during fiscal 2015 is \$358 [2014 - \$375] and principal repayments received during the year totalled \$657 [2014 - \$229].

7. CAPITAL ASSETS

Capital assets consist of the following:

	2015			2014		
	Cost	Accumulated amortization	Net book value	Cost	Accumulated amortization	Net book value
	\$	\$	\$	\$	\$	\$
Land	514,462	—	514,462	514,493	—	514,493
Buildings	583,459	165,312	418,147	482,633	151,303	331,330
Equipment and furnishings	293,930	254,873	39,057	277,826	243,409	34,417
Library books	27,887	25,591	2,296	26,568	24,465	2,103
Leasehold improvements	9,005	6,424	2,581	7,665	5,096	2,569
Capital projects in progress	21,378	—	21,378	71,163	—	71,163
	1,450,121	452,200	997,921	1,380,348	424,273	956,075

RYERSON UNIVERSITY

DRAFT Notes to Consolidated Financial Statements [continued]

[In thousands of dollars]

Year ended April 30, 2015

7. CAPITAL ASSETS [continued]

The change in net book value of capital assets is due to the following:

	2015	2014
	\$	\$
Balance, beginning of year	956,075	936,518
Purchase of capital assets financed by debt	100	17,099
Purchase of capital assets internally financed [note 14(b)]	61,816	17,283
Purchase of capital assets funded by deferred capital contributions	7,857	11,938
Less amortization of capital assets [note 14(b)]	(27,927)	(26,763)
Balance, end of year	997,921	956,075

8. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

Included in accounts payable and accrued liabilities are government remittances payable of \$819 [2014 - \$3,065], which includes amounts payable for harmonized sales tax and payroll-related taxes.

RYERSON UNIVERSITY

DRAFT Notes to Consolidated Financial Statements [continued]

[In thousands of dollars]

Year ended April 30, 2015

9. LONG-TERM DEBT AND DERIVATIVE FINANCIAL INSTRUMENTS

[a] Long-term debt consists of the following:

	2015	2014
	\$	\$
Facilities Expansion Loan [the "TD Loan"]		
A variable rate loan with interest only payable up to July 2, 2014, principal and interest payable thereafter. The loan bears interest at the bank's cost of funds in effect for term loans from time to time plus 1.150%. The loan matures on July 3, 2034.	125,575	128,500
Facilities Expansion Loan [the "BMO Loan"]		
A variable rate loan with interest and principal payable monthly. The loan bears interest at the bank's cost of funds in effect for term loans from time to time plus 0.225%. The loan matures on January 2, 2024	54,418	56,510
Mattamy Athletic Centre Land Promissory Note (Loblaw)		
Matured July 20, 2014	—	8,250
Other project	100	—
	180,093	193,260
Less current portion	(5,847)	(13,244)
	174,246	180,016

The long-term debt is unsecured; however, in the event of default, the bank may impose additional requirements.

The fair value of the long-term debt approximates carrying value as the rates fluctuate with bank prime.

RYERSON UNIVERSITY

DRAFT Notes to Consolidated Financial Statements [continued]

[In thousands of dollars]

Year ended April 30, 2015

9. LONG-TERM DEBT AND DERIVATIVE FINANCIAL INSTRUMENTS [continued]

The following are the future minimum annual debt principal repayments due over the next five fiscal years and thereafter:

	\$
2016	5,847
2017	6,254
2018	6,605
2019	6,997
2020	7,394
Thereafter	146,996
	<u>180,093</u>

Total interest expense on long-term debt for the year ended April 30, 2015 was \$9,023 [2014 - \$9,264], which excludes capitalized interest of \$1,412 [2014 - \$1,157].

[b] Derivative financial instruments:

The University has in place two Interest Rate Swap Agreements ("Agreements"). The BMO agreement will expire on January 2, 2031, and the TD agreement will expire on July 3, 2034. Under the terms of the Agreements, the University agrees with the counterparty to exchange, at specified intervals and for a specified period, its floating interest on the BMO Loan and TD Loan [note 9[a]] for fixed interest of 5.705% for the BMO Agreement and 4.675% for the TD Agreement calculated on the notional principal amount of each loan, respectively. The use of the swaps effectively enable the University to convert the floating rate interest obligations of the loans into fixed rate obligations and thus, manage its exposure to interest rate risk.

The notional amount and the fair value of the derivative financial instruments are as follows:

	<u>2015</u>		<u>2014</u>	
	<u>Notional</u>	<u>Fair</u>	<u>Notional</u>	<u>Fair</u>
	<u>amount</u>	<u>value</u>	<u>amount</u>	<u>value</u>
	\$	\$	\$	\$
Interest rate swap:				
BMO	54,418	(16,571)	56,510	(13,964)
TD	125,575	(31,023)	128,500	(21,684)
	<u>179,993</u>	<u>(47,594)</u>	<u>185,010</u>	<u>(35,648)</u>
Less current portion:				
BMO	–	(2,528)	–	(2,476)
TD	–	(4,603)	–	(4,364)
	<u>179,993</u>	<u>(40,463)</u>	<u>185,010</u>	<u>(28,808)</u>

The change in fair values of the interest rate swaps for the year ended April 30, 2015 was (\$11,946) [2014 - \$14,890].

RYERSON UNIVERSITY

DRAFT Notes to Consolidated Financial Statements [continued]

[In thousands of dollars]

Year ended April 30, 2015

10. DEFERRED REVENUE CONTRIBUTIONS

Deferred revenue contributions represent unspent externally restricted grants and donations for research and other specific purposes. The changes in the deferred revenue contributions balance were as follows:

	2015 \$	2014 \$
Balance, beginning of year	57,037	44,842
Grants and donations received	50,759	53,605
Realized investment income [note 3[b]]	648	6,073
Unrealized investment gain [note 3[b]]	–	435
Amount recognized as revenue	(49,591)	(47,918)
Balance, end of year	58,853	57,037

11. DEFERRED CAPITAL CONTRIBUTIONS

Deferred capital contributions represent the unamortized and unspent amounts of donations and grants received for the purchase of capital assets. The amortization of deferred capital contributions is recorded as revenue in the consolidated statement of operations over the useful lives of the capital assets. The changes in the deferred capital contributions balance were as follows:

	2015 \$	2014 \$
Balance, beginning of year	199,519	201,547
Grants and donations received	7,385	6,532
Investment income [note 3[b]]	76	82
Amortization of deferred capital contributions [note 14[b]]	(9,190)	(8,642)
Balance, end of year	197,790	199,519

The balance of deferred capital contributions related to capital assets consists of the following:

	2015 \$	2014 \$
Unamortized deferred capital contributions		
used to purchase capital assets [note 14[a]]	193,430	194,763
Unspent deferred capital contributions	4,360	4,756
	197,790	199,519

RYERSON UNIVERSITY

DRAFT Notes to Consolidated Financial Statements [continued]

[In thousands of dollars]

Year ended April 30, 2015

12. ENDOWMENTS

Endowments consist of internally and externally restricted donations and grants received by the University. The endowment principal is required to be maintained intact, with the investment income generated used for the purposes established by donors. The University ensures, as part of its fiduciary responsibilities, that all funds received with a restricted purpose are expended for the purpose for which they were provided. The University has established a policy with the objective of protecting the real value of the endowments. The amount of income made available for spending is prescribed annually and an amount is added to endowment net assets for capital preservation. The changes in the endowment fund balance were as follows:

	2015 \$	2014 \$
Endowment balance, beginning of year	105,915	99,498
Donations received [note 15]	1,106	983
Capital preservation - externally restricted [note 3[b]]	9,820	5,352
Capital preservation - internally restricted	87	82
Endowment balance, end of year	116,928	105,915

The accumulated internally restricted endowment for the year ended April 30, 2015 was \$914 [2014 - \$744].

13. INTERNALLY RESTRICTED NET ASSETS

Internally restricted net assets represent unspent funds which have been committed for specific purposes to enhance the University's operations, including its facilities, equipment, and information technology.

Internally restricted net assets have been designated for the following purposes:

	2015 \$	2014 \$
Investment in capital assets [note 14]	624,398	568,052
Employee Future Benefits [note 4]	106,898	76,429
Professional development fund	1,840	1,653
Capital projects	42,346	37,626
Student assistance and related funds	17,372	18,352
Academic plan, growth and internal research	75,472	73,588
Department carry forwards	79,462	60,808
IT and other initiatives	35,014	36,693
	982,802	873,201

RYERSON UNIVERSITY

DRAFT Notes to Consolidated Financial Statements [continued]

[In thousands of dollars]

Year ended April 30, 2015

13. INTERNALLY RESTRICTED NET ASSETS [continued]

- i) Investment in capital assets represents the unamortized value of capital assets funded by The University, net of outstanding debt. It excludes those amounts funded through capital contributions.
- ii) Employee future benefits balance represents the surpluses or deficits associated with the pension and other benefit plans.
- iii) Professional development fund represents unspent funds of individual members of the Ryerson Faculty Association (RFA), as provided by their collective agreement.
- iv) Capital projects represent internally restricted funds for deferred maintenance, renovations and capital projects, either planned or in progress.
- v) Student assistance and related funds include funds which have been approved as part of the operating budget each year. It also includes the expendable portion of unrestricted donations and endowment fund income. Related funds include the athletic fee; the special activities reserve fee, the student services fee and other similar fees.
- vi) Academic plan, growth and internal research funds represent amounts which have been allocated to the Provost for support of the academic plan, new programs and internally funded research and projects.
- vii) Department carry forwards represent unspent budgets at the end of the fiscal year. The University has in place a flexible budgeting program, which allows operating budget units to defer surpluses and deficits to the subsequent year(s).
- viii) IT and other initiatives include funds allocated to new enterprise systems and other technological initiatives. They also include additional grants and savings during the prior year which were allocated as part of the annual budget process, as well as a number of centrally funded projects, from self insurance to safety initiatives and staff training.

RYERSON UNIVERSITY

DRAFT Notes to Consolidated Financial Statements [continued]

[In thousands of dollars]

Year ended April 30, 2015

14. INVESTMENT IN CAPITAL ASSETS

- [a] Net assets invested in capital assets, which represent internally financed capital assets, are calculated as follows:

	2015 \$	2014 \$
Capital assets [note 7]	997,921	956,075
Less long-term debt [note 9[a]]	(180,093)	(193,260)
Less unamortized deferred capital contributions [note 11]	(193,430)	(194,763)
	624,398	568,052

- [b] The net change in net assets invested in capital assets is calculated as follows:

	2015 \$	2014 \$
Purchase of capital assets internally financed [note 7]	61,816	17,283
Repayment of long-term debt principal [note 9[a]]	13,267	1,976
	75,083	19,259
Amortization of deferred capital contributions [note 11]	9,190	8,642
Less amortization of capital assets [note 7]	(27,927)	(26,763)
	(18,737)	(18,121)
	56,346	1,138

15. DONATIONS

- [a] Total donations received consist of the following:

	2015 \$	2014 \$
Donations to endowments [note 12]	1,106	983
Donations restricted for capital purposes	1,817	3,017
Other restricted donations	10,318	5,064
Unrestricted donations	1,195	1,570
	14,436	10,634

- [b] Donations recognized of \$9,811 [2014 - \$4,914] represent unrestricted donations received during the year of \$1,195 [2014 - \$1,570] and the amount of restricted donations spent during the year of \$8,616 [2014 - \$3,344].

RYERSON UNIVERSITY

DRAFT Notes to Consolidated Financial Statements [continued]

[In thousands of dollars]

Year ended April 30, 2015

16. COMMITMENTS

- [a] The estimated cost to complete construction and renovation projects in progress as at April 30, 2015, which will be funded by government grants, donations and operations, is approximately \$169,867 [2014 - \$53,745].
- [b] The operating contribution to the Student Campus Centre is approximately \$400 per year.
- [c] The following are the future minimum annual operating lease payments due over the next five fiscal years and thereafter:

	Leases \$
2016	7,497
2017	8,153
2018	7,859
2019	6,445
2020	5,246
Thereafter	31,308
	<hr/> 66,508 <hr/>

- [d] The University is contingently liable in the amount of \$1,209 with respect to letters of guarantee issued.

17. CONTINGENT LIABILITIES

- [a] In 2013, the University renewed its agreement with the Canadian Universities Reciprocal Insurance Exchange ["CURIE"] for a period of five years, ending January 1, 2018. CURIE is a pooling of the property damage and public liability insurance risks of its members. All members pay annual deposit premiums which are actuarially determined and are subject to further assessment in the event members' premiums are insufficient to cover losses and expenses.
- [b] The University is involved from time to time in litigation, which arises in the normal course of operations. With respect to claims as at April 30, 2015, the University believes it has valid defences, funded provisions and/or appropriate insurance coverage in place. In the unlikely event any claims are successful, such claims are not expected to have a material effect on the University's financial position.

RYERSON UNIVERSITY

DRAFT Notes to Consolidated Financial Statements [continued]

[In thousands of dollars]

Year ended April 30, 2015

18. NET CHANGE IN NON-CASH WORKING CAPITAL BALANCES

The net change in non-cash working capital balances related to operations consists of the following:

	2015	2014
	\$	\$
Accounts receivable	(5,495)	1,872
Prepaid expenses	(414)	287
Inventories	(153)	(57)
Accounts payable and accrued liabilities	(512)	5,699
Deferred revenue	4,581	477
	(1,993)	8,278

19. FAIR VALUES OF FINANCIAL ASSETS AND LIABILITIES

The fair values of financial instruments approximate their carrying values unless otherwise noted.

Fair value estimates are made at a specific point in time, based on relevant market information and information about the financial instruments. These estimates are subjective in outcome and involve uncertainties and matters of significant judgement and, therefore, cannot be determined with precision. Changes in assumptions could significantly affect the estimates.

RYERSON UNIVERSITY

DRAFT Notes to Consolidated Financial Statements [continued]

[In thousands of dollars]

Year ended April 30, 2015

20. ONTARIO STUDENT OPPORTUNITY TRUST FUND AND ONTARIO TRUST FOR STUDENT SUPPORT

The Ministry of Training, Colleges and Universities ["MTCU"] requires separate reporting of balances and details of changes in balances for the two phases of the Ontario Student Opportunity Trust Fund ["OSOTF I and II"] and the Ontario Trust for Student Support ["OTSS"]. The required government reporting for each is as follows:

- [a] The following is the schedule of changes for the year ended April 30 in the first phase of the OSOTF I balance, which is included in the endowment balance [note 12]:

	2015	2014
	\$	\$
Endowment balance at cost, beginning of year	7,686	6,859
Cash donations received	15	19
Capital preservation	671	808
Endowment balance at cost, end of year	8,372	7,686
Cumulative unrealized gain	752	705
Endowment balance at market, end of year	9,124	8,391

The following is the schedule of changes for the year ended April 30 in the OSOTF I expendable funds available for awards. This balance is included in deferred revenue contributions [note 10]. Investment income, net of direct investment-related expenses represents the balance made available for spending by the University during the year in accordance with its policy.

	2015	2014
	\$	\$
Expendable balance at cost, beginning of year	–	–
Investment and other income, net of direct investment-related expenses	268	258
Bursaries awarded	(214)	(201)
Unspent balance transfer to stabilization account	(54)	(57)
Expendable balance at cost, end of year	–	–
Number of bursaries awarded	188	174

The following is the schedule of changes for the year ended April 30 in the OSOTF I Stabilization funds. Investment income earned in excess of amounts made available for spending is recorded in Stabilization funds as a deferred revenue contribution [note 10].

RYERSON UNIVERSITY

DRAFT Notes to Consolidated Financial Statements [continued]

[In thousands of dollars]

Year ended April 30, 2015

20. ONTARIO STUDENT OPPORTUNITY TRUST FUND AND ONTARIO TRUST FOR STUDENT SUPPORT [continued]

	2015 \$	2014 \$
Stabilization funds balance at cost, beginning of year	1,189	1,284
Investment income not available (available) for spending and capital preservation	62	(152)
Unspent balance transfer from expendable accounts	54	57
Stabilization funds balance at cost, end of year	1,305	1,189

- [b] The following is the schedule of changes for the year ended April 30 in the second phase of the OSOTF II balance, which is included in the endowment balance [note 12].

	2015 \$	2014 \$
Endowment balance at cost, beginning of year	3,476	3,236
Cash donations received	10	6
Capital preservation	321	234
Endowment balance at cost, end of year	3,807	3,476
Cumulative unrealized gain	366	346
Endowment balance at market, end of year	4,173	3,822

The following is the schedule of changes for the year ended April 30 in the OSOTF II expendable funds available for awards. The balance is included in deferred revenue contributions [note 10]. Investment income, net of direct investment-related expenses, represents the balance made available for spending by the University during the year in accordance with its policy.

	2015 \$	2014 \$
Expendable balance, beginning of year	–	1
Investment and other income, net of direct investment-related expenses	127	119
Bursaries awarded	(121)	(114)
Unspent balance transfer to stabilization accounts	(6)	(6)
Expendable balance, end of year	–	–
Number of bursaries awarded	82	74

The following is a schedule of changes for the year ended April 30 in the OSOTF II Stabilization funds. Investment income earned in excess of amounts made available for spending is recorded in the Stabilization funds as deferred revenue contributions [note 10].

RYERSON UNIVERSITY

DRAFT Notes to Consolidated Financial Statements [continued]

[In thousands of dollars]

Year ended April 30, 2015

20. ONTARIO STUDENT OPPORTUNITY TRUST FUND AND ONTARIO TRUST FOR STUDENT SUPPORT [continued]

	2015 \$	2014 \$
Stabilization funds balance at cost, beginning of year	530	445
Investment income not available for spending and capital preservation	26	79
Unspent balance transfer from expendable accounts	6	6
Stabilization funds balance at cost, end of year	562	530

- [c] The Government of Ontario requires separate reporting of balances as at March 31, 2015 and details of the changes in the balances for the period then ended in connection with the OTSS fund, which is included in the endowment balance [note 12].

The following is the schedule of donations received between April 1 and March 31:

	2015 \$	2014 \$
Cash donations	—	—
Unmatched cash donations	61	73
Total cash donations	61	73

The following is the schedule of changes in endowment balance of OTSS for the period from April 1 to March 31:

	2015 \$	2014 \$
Endowment balance at cost, beginning of year	45,418	44,083
Eligible cash donations received	61	73
Matching funds received/receivable from MTCU	—	—
Capital preservation and others	4,269	1,262
Endowment balance at cost, end of year	49,748	45,418
Cumulative unrealized gain	4,762	3,420
Endowment balance at market value, end of year	54,510	48,838

The following is the schedule of changes in expendable funds available for awards of OTSS for the period from April 1 to March 31. Investment income, net of direct investment-related expenses, represents the balance made available for spending by the University during the year in accordance with its policy.

RYERSON UNIVERSITY

DRAFT Notes to Consolidated Financial Statements [continued]

[In thousands of dollars]

Year ended April 30, 2015

20. ONTARIO STUDENT OPPORTUNITY TRUST FUND AND ONTARIO TRUST FOR STUDENT SUPPORT [continued]

	2015 \$	2014 \$
Expendable balance, beginning of year	386	354
Investment and other income, net of direct investment-related expenses	1,677	1,533
Bursaries awarded	(1,370)	(1,221)
Unspent balance transfer to Stabilization account	(321)	(280)
Expendable balance, end of year	372	386
Number of bursaries awarded	450	420

The following is the schedule of changes for the period from April 1, 2014 to March 31, 2015 in the OTSS Stabilization funds. Investment income earned in excess of amounts made available for spending is recorded in the Stabilization funds as a deferred revenue contribution [note 10].

	2015 \$	2014 \$
Stabilization funds balance at cost, beginning of year	6,950	3,688
Investment and other income not available for spending	83	2,982
Unspent balance transfer from Expendable account	321	280
Stabilization funds balance at cost, end of year	7,354	6,950

OTSS awards issued for the period from April 1, 2014 to March 31, 2015.

Status of Recipients	OSAP Recipients		Non-OSAP Recipients		Total	
	Number	Amount (In dollars)	Number	Amount (In dollars)	Number	Amount (In dollars)
Full-Time	243	\$830,989	132	\$471,504	375	\$1,302,493
Part-Time	11	\$15,583	64	\$52,231	75	\$67,814
Total	254	\$846,572	196	\$523,735	450	\$1,370,307

Financial Statements
April 30, 2015
(annotated)

Ryerson University
CONSOLIDATED BALANCE SHEETS

[amounts in thousands]

	Year Ended April 30, 2015 (Actual) \$	Year Ended April 30, 2014 (Actual) \$	% Change	Comments
ASSETS				
Current				
Cash, cash equivalent & short term investments	130,461	166,489	-22%	SLC & Loblaw's loan payment
Accounts receivable	28,852	23,357	24%	Enrollment growth, timing variations in operating and research grants
Prepaid expenses	4,163	3,749	11%	
Inventories	1,432	1,279	12%	
Current portion of long-term note receivable	234	353	-34%	Student Campus Centre
Total current assets	165,142	195,227	-15%	
Investments (for capital purposes)	229,068	206,872	11%	
Employee future benefits - pension	128,053	99,758	28%	New CPA standards
Long-term note receivable	5,677	6,215	-9%	Student Campus Centre
Capital assets, net	997,921	956,075	4%	Capital Plan
Total Assets	1,525,861	1,464,147	4%	
LIABILITIES AND NET ASSETS				
Current				
Accounts payable and accrued liabilities	66,287	66,799	-1%	
Deferred revenue	18,628	14,047	33%	Timing of government grants
Current portion of long-term debt	5,847	13,244	-56%	Includes payment of \$8.25M Loblaw promissory note July 2014.
Current portion of fair value of interest rate swap	7,131	6,840	4%	At fair value per CPA standards
Total current liabilities	97,893	100,930	-3%	
Employee future benefits - other	21,155	23,329	-9%	New CPA standards
Long-term debt	174,246	180,016	-3%	BMO & TD loans
Fair value of interest rate SWAP	40,463	28,808	40%	At fair value per CPA standards
Deferred revenue contributions	58,854	57,037	3%	Grants and donations received in advance of expenditures
Deferred capital contributions	197,790	199,519	-1%	Grants and donations for capital purposes, amortized over the life of the assets
Total Liabilities	590,401	589,639	0%	
Net assets				
Endowments	116,927	105,915	10%	Donations and matching grants
Other	818,533	768,593	6%	See statement of net assets attached
Total net assets	935,460	874,508	7%	
Total Liabilities and Net assets	1,525,861	1,464,147	4%	

Ryerson University
CONSOLIDATED STATEMENT OF OPERATIONS

[amounts in thousands]

	Year Ending April 30, 2015 (Actual)	Year Ended 30-Apr-14	% change	Comments
	\$	\$		
REVENUE				
Operating grants	283,689	271,077	5%	Increased funding and the timing of recognition of research grants
Student Fees	273,083	252,521	8%	Increased enrolment and rates.
Sales and services	34,108	33,018	3%	Consistent with budget
Donations recognized	9,811	4,914	100%	Recognition of revenues to match expenses incurred
Amortization of deferred capital contributions	9,190	8,642	6%	Amortization of contributions for capital projects over life of assets
Investment, and Other Income	11,449	9,555	20%	Various growth - conference / event income, affinity income
	621,329	579,727	7%	
EXPENSES				
Salaries and benefits	390,941	368,248	6%	Complement growth and wage increases
Materials, supplies, repairs and maintenance	125,273	114,082	10%	Includes increases in leases, maintenance to networks & software, etc.
Bursaries and scholarships	35,224	33,303	6%	Increased enrollment
Interest	9,023	9,264	-3%	An increasing portion of debt payments go towards principal
Amortization of capital assets	27,927	26,763	4%	Amortization of Capital Assets over the life of the assets
	588,388	551,660	7%	
Revenue less expenses before unrealized loss/gain on SWAP	32,941	28,067	17%	
Unrealized (loss) gain on SWAP	(11,946)	14,890	-180%	Reflects change in market conditions
Revenue less expenses	20,995	42,957	-51%	

CONSOLIDATED STATEMENT OF CHANGES IN NET ASSETS

For the Period Ended April 30, 2015
(with comparative figures at April 30, 2014)

	Unrestricted **	Investment in Capital Assets	Employee Future Benefits	Internally Restricted Carry Forwards	Net Assets before Endowments	Endowments	April 2015 Total	April 2014 Total
	\$	\$	\$	\$	\$	\$	\$	\$
Net Assets, beginning of the year -	(104,608)	568,052	76,429	228,720	768,593	105,915	874,508	823,058
Revenue less expenses	57,915	(18,737)	(18,183)		20,995		20,995	42,957
Capitalization of investment income in endowments	(87)				(87)	9,907	9,819	5,352
Internally Restricted endowments	(83)				(83)	83	-	-
Endowment contributions					-	1,023	1,023	932
Allocation of carry forwards	(22,786)			22,786				
Employee future benefit contribution	(19,537)		19,537					
Employee Future Benefits Remeasurements			29,115		29,115		29,115	2,209
Net Change in net assets invested in Capital Assets	(75,083)	75,083						
	-							
Net Assets **	(164,269)	624,398	106,898	251,506	818,533	116,927	935,460	874,508

** Unrestricted deficit of \$164.2 m includes 2 SWAPS of \$47.6m; as well as the internally financed portion of the Capital Plan including SCL, 222 Jarvis, and 105 Bond st.

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

	Period Ended April 30, 2015	Year Ended April 30, 2014		Comments
	(Actual)	(Actual)	% change	
	\$	\$		
OPERATING ACTIVITIES				
Revenue less expenses	20,995	42,957	-51%	See Statement of Operations
Add (deduct) non-cash items				
Amortization of capital assets	27,927	26,763	4%	
Amortization of deferred capital contributions	(9,190)	(8,642)	6%	
Change in fair value of interest rate swap	11,946	(14,890)	-180%	Per CPA standards; reflects change in market conditions
Unrealized loss (gain) on investments	-	(435)	-100%	Capitalized in endowments
Employee future benefits contributions	(19,537)	(18,502)	6%	
Employee future benefits expense	18,183	17,574	3%	
Net change in deferred revenue contributions	1,817	12,194	-85%	Timing variations of externally restricted grants and donations received vs. spent
Net change in non-cash working capital balances	(1,993)	8,278	-124%	
Cash provided by operating activities	50,148	65,297	-23%	
INVESTING ACTIVITIES				
Decrease (increase) in note receivable	657	(229)	-387%	
Acquisition of capital assets	(69,773)	(46,320)	51%	Capital plan
Decrease (Increase) in investments	(22,196)	(5,293)	319%	Variations in the timing of Capital Plan expenditures vs. cash inflow
Cash used in investing activities	(91,312)	(51,841)	76%	
FINANCING ACTIVITIES				
Contributions received for capital purposes	7,461	6,614	13%	Capital plan
Endowment contributions	1,023	932	10%	
Capitalization of investment income (loss) in endowments	9,819	5,352	83%	
Increase in Debt Financing	-	11,200	-100%	TD Loan - phase 4 in 2013
Repayment of long-term debt principal	(13,167)	(1,976)	566%	Includes repayment of \$8.25M Loblaw promisory note July 2014
Cash used in financing activities	5,136	22,122	-77%	
TOTAL CASH, CASH EQUIVALENT & SHORT TERM INVESTMENTS				
Net increase (decrease) in cash during the year	(36,028)	35,578	-201%	
Total Net increase (decrease) in cash & short term during the year	(36,028)	35,578	-201%	
Cash, cash equivalents, & short term beginning of year	166,489	130,911	27%	
Cash, cash equivalents, & short term end of year	130,461	166,489	-22%	

DRAFT RESOLUTION

RE: AUDITED FINANCIAL STATEMENTS

BE IT AND IT IS HEREBY RESOLVED:

THAT the Audited Financial Statements for the fiscal year ended April 30, 2015 be recommended for approval by the Board of Governors as presented.

June 18, 2015



BOARD OF GOVERNORS MEETING
June 26, 2015

AGENDA ITEM: Audited Financial Statements of the Ryerson Retirement Pension Plan (RRPP)
January 1, 2015

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: For Review and Recommendation for Approval

SUMMARY: KPMG conducted the annual audit of the RRPP during the week of April 20, 2015. The purpose of the audit is to prepare the financial statements as required by legislation and to provide an audit findings report addressing any concerns that arose during the course of the audit. KPMG has confirmed that no issues or concerns were raised during the course of the audit. The attached report indicates a clean, straightforward audit of the RRPP.

BACKGROUND: Provincial regulations require that annual audited financial statements be prepared for registered pension plans. These statements must be filed with the regulatory authorities by June 30 of each year.

COMMUNICATIONS STRATEGY: NA

PREPARED BY:

Name Christina Sass-Kortsak, Assistant Vice President Human Resources
Date June 18, 2015

APPROVED BY:

Name Janice Winton, Vice President Administration & Finance
Date June 18, 2015

Fund Financial Statements of

**THE RYERSON RETIREMENT
PENSION PLAN**

Year ended December 31, 2014

INDEPENDENT AUDITORS' REPORT

To the Employee Relations and Pensions
Committee of Ryerson University

We have audited the accompanying fund financial statements of The Ryerson Retirement Pension Plan, which comprise the statement of net assets available for benefits as at December 31, 2014, the statement of changes in net assets available for benefits for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information. The fund financial statements have been prepared by management based on the financial reporting provisions of Section 76 of Regulation 909 of the Pension Benefits Act (Ontario).

Management's Responsibility for the Fund Financial Statements

Management is responsible for the preparation and fair presentation of these fund financial statements in accordance with the financial reporting provisions of Section 76 of Regulation 909 of the Pension Benefits Act (Ontario), and for such internal control as management determines is necessary to enable the preparation of fund financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these fund financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the fund financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the fund financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the fund financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation and fair presentation of the fund financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the fund financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the fund financial statements present fairly, in all material respects, the net assets available for benefits of The Ryerson Retirement Pension Plan as at December 31, 2014, and the changes in its net assets available for benefits for the year then ended in accordance with the financial reporting provisions of Section 76 of Regulation 909 of the Pension Benefits Act (Ontario).

Basis of Accounting

Without modifying our opinion, we draw attention to note 1(a) to the fund financial statements, which describes the basis of accounting. The fund financial statements are prepared to assist the Employee Relations and Pensions Committee of The Ryerson Retirement Pension Plan to comply with the requirements of the Financial Services Commission of Ontario under Section 76 of Regulation 909 of the Pension Benefits Act (Ontario). As a result, the fund financial statements may not be suitable for another purpose.

Restriction on Use

Our report is intended solely for the Employee Relations and Pensions Committee of Ryerson University and the Financial Services Commission of Ontario and should not be used by parties other than the Employee Relations and Pensions Committee of Ryerson University or the Financial Services Commission of Ontario.

DRAFT

Chartered Professional Accountants, Licensed Public Accountants

Toronto, Canada

THE RYERSON RETIREMENT PENSION PLAN

DRAFT Statement of Net Assets Available for Benefits
(In thousands of dollars)

December 31, 2014, with comparative information for 2013

	2014	2013
Assets		
Cash and short-term investments	\$ 8,833	\$ 5,524
Investments in OMERS Fund (note 3)	1,017,407	927,049
Contributions receivable:		
Employee	1,602	1,500
Employer	1,777	1,500
	1,029,619	935,573
Liabilities		
Cash refunds payable	27	27
Accounts payable and accrued liabilities	171	143
Benefits payable	719	1,004
	917	1,174
Net assets available for benefits	\$ 1,028,702	\$ 934,399

See accompanying notes to fund financial statements.

On behalf of the Employee Relations and
Pensions Committee:

THE RYERSON RETIREMENT PENSION PLAN

DRAFT Statement of Changes in Net Assets Available for Benefits
(In thousands of dollars)

Year ended December 31, 2014, with comparative information for 2013

	2014	2013
Increase in net assets:		
Contributions of:		
Members:		
Current service	\$ 17,665	\$ 16,747
Past service	100	301
Buy-back contributions	116	117
Long-term disability - other	125	108
Employer:		
Current service	17,812	16,844
Past service	100	143
Buy-back contributions	116	117
Long-term disability - Ryerson Faculty Association	116	138
Transfers in	1,431	731
	37,581	35,246
Investment income (note 7)	53,359	61,160
Unrealized fair value appreciation (depreciation) of investments	44,673	(4,829)
	135,613	91,577
Decrease in net assets:		
Pension benefits paid	32,133	30,159
Payments on termination of membership	2,659	5,648
Administrative expenditures (note 4)	6,518	4,774
	41,310	40,581
Increase in net assets available for benefits	94,303	50,996
Net assets available for benefits, beginning of year	934,399	883,403
Net assets available for benefits, end of year	\$ 1,028,702	\$ 934,399

See accompanying notes to fund financial statements.

THE RYERSON RETIREMENT PENSION PLAN

DRAFT Notes to Fund Financial Statements

(Tabular amounts in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2014

The Ryerson Retirement Pension Plan (the "Plan") is a contributory defined benefit pension plan covering employees of Ryerson University ("Ryerson"). Under the Plan, equal contributions are made by the Plan members and Ryerson. The Plan is registered under the Pension Benefits Act (Ontario), registration number 0589887.

Pursuant to the terms of the Plan, Ryerson is required to match 100% of employee required contributions and is responsible for any unfunded liability arising in the Plan.

The normal retirement age is 65 years for all Ryerson members. The normal retirement pension is calculated using a member's years of credited service while in the Plan and the average annual contributory earnings during the member's highest five consecutive years of earnings. The pension is integrated with the Canada Pension Plan.

In addition to the normal retirement benefit described above for members who meet the Plan requirements, benefit coverage for early retirement, death benefits and termination benefits are available. Complete information may be obtained by contacting the Plan.

Trustee, custodial and administration arrangements are established under a management and custodial agreement and a trust agreement both entered into on April 1, 1995. The fund of the Plan (the "Fund") continues to be invested on a commingled basis in the Ontario Municipal Employees Retirement System ("OMERS"). The OMERS Fund is subject to the regulations of the Ontario Municipal Employees Retirement System Act and the Pension Benefits Act (Ontario).

1. Basis of preparation:

(a) Basis of presentation:

As permitted under Section 76 of Regulation 909 of the Pension Benefits Act (Ontario), the Plan may prepare fund financial statements in accordance with Canadian accounting standards for pension plans or in accordance with Canadian accounting standards for pension plans, excluding pension obligations and any resulting surplus or deficit. The Plan has prepared these fund financial statements in accordance with Canadian accounting standards for pension plans, excluding pension obligations and any resulting surplus or deficit. These fund financial statements of the Plan do not purport to show the adequacy of the Plan's assets to meet its pension obligation. Such an assessment requires additional information, such as the Plan's actuarial reports and information about Ryerson's financial health.

THE RYERSON RETIREMENT PENSION PLAN

DRAFT Notes to Fund Financial Statements (continued)

(Tabular amounts in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2014

1. Basis of preparation (continued):

In selecting or changing accounting policies that do not relate to its investment portfolio, the Plan has a choice to either comply on a consistent basis with either International Financial Reporting Standards ("IFRS") in the Chartered Professional Accountants of Canada ("CPA Canada") Handbook - Accounting or accounting standards for private enterprises ("ASPE") in Part II of the CPA Canada Handbook, to the extent that those standards do not conflict with the requirements under Section 4600. The Plan has chosen to comply on a consistent basis with IFRS of the CPA Canada Handbook.

These fund financial statements have been prepared to assist the Employee Relations and Pensions Committee of Ryerson University to comply with the requirements of the Financial Services Commission of Ontario ("FSCO") under Section 76 of Regulation 909 of the Pension Benefits Act (Ontario). As a result, these fund financial statements may not be suitable for another purpose.

(b) Basis of measurement:

The fund financial statements have been prepared on the historical cost basis, except for financial instruments at fair value through profit or loss and derivative financial instruments, which are measured at fair value.

(c) Functional and presentation currency:

These fund financial statements are presented in Canadian dollars, which is the Plan's functional currency.

(d) Use of estimates and judgments:

The preparation of fund financial statements in conformity with Canadian accounting standards for pension plans and IFRS requires management to make judgments, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets and liabilities at the date of the statement of net assets available for benefits and the reported amounts of changes in net assets available for benefits during the year. Actual results may differ from those estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the year in which the estimates are revised and in any future years affected.

THE RYERSON RETIREMENT PENSION PLAN

DRAFT Notes to Fund Financial Statements (continued)

(Tabular amounts in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2014

2. Significant accounting policies:

(a) Financial assets and financial liabilities:

(i) Non-derivative financial assets:

Financial assets are recognized initially on the trade date, which is the date that the Plan becomes a party to the contractual provisions of the instrument. Brokers' commissions and transaction costs are recognized as investment-related expenses (note 4) in the statement of changes in net assets available for benefits as incurred.

The Plan measures all of its investments at fair value through the statement of changes in net assets available for benefits.

All other non-derivative financial assets, including contributions receivable, are measured at amortized cost.

The Plan derecognizes a financial asset when the contractual rights to the cash flows from the asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all the risks and rewards of ownership of the financial asset are transferred or in which the Plan neither transfers nor retains substantially all the risks and rewards of ownership and does not retain control of the financial asset.

On derecognition of a financial asset, the difference between the carrying amount of the asset and consideration received is recognized in the statement of changes in net assets available for benefits as investment income.

(ii) Non-derivative financial liabilities:

All financial liabilities are recognized initially on the trade date at which the Plan becomes a party to the contractual provisions of the instrument.

The Plan derecognizes a financial liability when its contractual obligations are discharged, cancelled or expired.

THE RYERSON RETIREMENT PENSION PLAN

DRAFT Notes to Fund Financial Statements (continued)

(Tabular amounts in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2014

2. Significant accounting policies (continued):

Financial assets and liabilities are offset and the net amount presented in the statement of net assets available for benefits when, and only when, the Plan has a legal right to offset the amounts and it intends either to settle on a net basis or to realize the asset and settle the liability simultaneously.

The Plan considers its accounts payable and accrued liabilities to be a non-derivative financial liability.

(iii) Derivative financial instruments:

Derivative financial instruments are recognized initially at fair value and attributable transaction costs are recognized in the statement of changes in net assets available for benefits as incurred. Subsequent to initial recognition, derivatives are measured at fair value, and all changes are recognized immediately in the statement of changes in net assets available for benefits.

(b) Fair value measurement:

Fair value is the amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties in an arm's-length transaction on the measurement date.

In determining fair value, if an asset or a liability measured at fair value has a bid and an ask price, the price within the bid-ask spread that is the most representative of fair value in the circumstances shall be used to measure fair value. The Plan uses closing market price as a practical expedient for fair value measurement.

When available, the Plan measures the fair value of an instrument using quoted prices in an active market for that instrument. A market is regarded as active if quoted prices are readily and regularly available and represent actual and regularly occurring market transactions on an arm's-length basis.

THE RYERSON RETIREMENT PENSION PLAN

DRAFT Notes to Fund Financial Statements (continued)

(Tabular amounts in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2014

2. Significant accounting policies (continued):

If a market for a financial instrument is not active, then the Plan establishes fair value using a valuation technique. Valuation techniques include using recent arm's-length transactions between knowledgeable, willing parties (if available), reference to the current fair value of other instruments that are substantially the same, discounted cash flow analyses and option pricing models.

The best evidence of the fair value of a financial instrument at initial recognition is the transaction price, i.e., the fair value of the consideration given or received, unless the fair value of that instrument is evidenced by comparison with other observable current market transactions in the same instrument or based on a valuation technique whose variables include only data from observable markets. When transaction price provides the best evidence of fair value at initial recognition, the financial instrument is initially measured at the transaction price and any difference between this price and the value initially obtained from a valuation model is subsequently recognized in profit or loss on an appropriate basis over the life of the instrument but not later than when the valuation is supported wholly by observable market data or the transaction is closed out.

All changes in fair value, other than interest and dividend income and expense, are recognized in the statement of changes in net assets available for benefits as part of the changes in unrealized fair value appreciation (depreciation) of investments.

Fair values of investments, including the OMERS Fund investments, are determined as follows:

- (i) Short-term deposits are recorded at amortized cost, which, together with accrued interest income, approximates fair value.
- (ii) Bonds and debentures, real return bonds and public equities are valued at year-end quoted market prices, where available. For public equities, the quoted market prices are based on exchange prices while bonds, derivatives and real return bonds are based on quotes from industry standard sources. For investments where quoted market prices are not available, such as mortgages and private debt, estimated values are calculated using discounted cash flows based on current market yields for comparable securities, independent asset appraisals, and financial analysis. Externally managed hedge funds where details of individual securities are not maintained by the Fund are valued based on values provided by the fund manager.

THE RYERSON RETIREMENT PENSION PLAN

DRAFT Notes to Fund Financial Statements (continued)

(Tabular amounts in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2014

2. Significant accounting policies (continued):

(iii) Private market investments include investments in private equity, infrastructure and real estate assets either held directly or as a limited partner, which generally do not have a publicly available market price. For private market investments, the completion of a purchase or sale of an identical or similar investment is often the most objective determination of fair value. While not exact, appraisal or valuation procedures are able to provide estimates or identify likely ranges that a reasonable counterparty would pay for such assets. Such valuation procedures include one or a combination of the following:

- (a) Discounting projected future cash flows of an investment using discount rates which reflect the risk inherent in the projected cash flows. Discount rates and projected cash flows are based on internal assumptions and external inputs.
- (b) Assessing the investment assets against the value of comparable publicly listed entities.

The Fund's private market investments are valued as follows:

- (a) The fair value of investments that have reasonably predictable future revenue streams or that derive their value based on property or commodity values is equal to the appraised amount.
- (b) The fair value of non-operating and/or start-up directly held private market investments may be held at cost until there is evidence to support a change in valuation.
- (c) The fair value of private market investments acquired within the current fiscal year may be held at cost where cost is considered to be the best estimate of fair value.
- (d) The fair value of a private fund investment where OMERS' ability to access information on underlying individual fund investments is restricted, such as under the terms of a limited partnership agreement, is equal to the value provided by the fund's general partner unless there is a specific and objectively verifiable reason to vary from the value provided by the general partner.

THE RYERSON RETIREMENT PENSION PLAN

DRAFT Notes to Fund Financial Statements (continued)

(Tabular amounts in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2014

2. Significant accounting policies (continued):

- (iv) Derivatives, including swaps, futures, options and forward contracts, are determined using quoted market prices, where available, or discounted cash flows using current market yields, where quoted market prices are not available.

Fair values for investments reflect the Plan's proportionate share in the fair value of the OMERS Fund investments as at year end.

A summary of the OMERS Fund investments is included in note 6.

(c) Investment income and transaction costs:

Investment income includes interest, dividend, operating income from consolidated and equity-accounted investments, as well as gains and losses that have been realized on the disposal of investments.

Where OMERS is able to exercise significant influence over the operations of a private market investment, net income is recognized using the equity method and the investment is adjusted to its fair value. For private investments with a defined exit strategy where OMERS is not able to exercise control or significant influence, income is recognized as dividends or distributions are declared and the investment is adjusted to its fair value.

Transaction costs, which include broker commissions, legal and other professional fees incurred, are expensed as incurred.

(d) Foreign currency translation:

Certain OMERS investments are denominated in various foreign currencies. The fair values of such investments are included in the statement of net assets available for benefits and are translated into Canadian dollars at year-end rates of exchange. Unrealized foreign exchange gains and losses arising from this translation are included in the unrealized fair value appreciation (depreciation) of investments. Once a foreign currency-denominated investment is sold, the realized foreign exchange gain or loss based on the settlement is recognized in investment income.

THE RYERSON RETIREMENT PENSION PLAN

DRAFT Notes to Fund Financial Statements (continued)

(Tabular amounts in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2014

2. Significant accounting policies (continued):

(e) Income taxes:

The Plan is a registered plan, as defined by the Income Tax Act (Canada) and, accordingly, is not subject to income taxes.

3. Investments:

	2014		2013	
	Fair value	Cost	Fair value	Cost
Investments in OMERS Fund	\$ 1,017,407	\$ 903,814	\$ 927,049	\$ 858,129

4. Administrative expenditures:

	2014	2013
Investment-related expenses	\$ 5,501	\$ 3,803
External administration	241	243
Internal administration	223	217
Consulting fees	360	318
Actuarial services	77	68
Custodial fees	50	51
Audit fees	26	28
Pension commission charges	42	28
Tax advice	3	3
Retirement planning	30	28
HST refund	(35)	(13)
	\$ 6,518	\$ 4,774

5. Related party transactions:

Ryerson University provides certain administrative services to the Plan. The cost to the Plan for these services during the year ended December 31, 2014 approximated \$223 (2013 - \$217), which is included in administrative expenditures in the statement of changes in net assets available for benefits.

THE RYERSON RETIREMENT PENSION PLAN

DRAFT Notes to Fund Financial Statements (continued)

(Tabular amounts in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2014

6. Investments of the OMERS Fund:

The investments of the Plan are commingled with the OMERS Fund. The financial information of the OMERS Fund, which has been extracted from the OMERS Fund consolidated financial statements, has been included for information purposes and is detailed below. Those consolidated financial statements have been audited by another firm of chartered accountants:

	2014		2013	
	Fair value	Cost	Fair value	Cost
	(millions)		(millions)	
Public market investments:				
Interest-bearing investments:				
Cash and short-term deposits ⁽ⁱ⁾	\$ 14,771	\$ 14,772	\$ 12,638	\$ 12,638
Nominal bonds and debentures ⁽ⁱⁱ⁾	615	613	1,193	1,258
Inflation-linked bonds	23,157	20,831	17,754	18,036
Mortgages and private debt ⁽ⁱⁱⁱ⁾	625	619	1,228	1,199
	39,168	36,835	32,813	33,131
Public equity ^(iv) :				
Canadian public equities	250	382	462	449
Non-Canadian public equities	8,049	7,493	8,434	7,630
	8,299	7,875	8,896	8,079
Total public market investments	47,467	44,710	41,709	41,210
Private equity:				
Canadian private equities ^{(v), (vi)}	3,686	3,323	4,632	3,828
Non-Canadian private equities	5,081	4,276	4,576	4,331
Total private equity investments	8,767	7,599	9,208	8,159
Infrastructure investments	14,401	12,775	13,533	11,991
Real estate investments	22,253	19,022	17,603	15,088
Total investments	92,888	84,106	82,053	76,448
Investment-related assets:				
Investment receivable	236	648	401	576
Deferred assets, prepaid and other	189	76	343	112
Derivatives and pending trades ^(vii)	617	202		
	1,042	926	744	688
Investment-related liabilities:				
Investment liabilities	(18,858)	(18,394)	(15,604)	(15,442)
Derivatives and pending trades ^(viii)	(824)	(208)	(859)	(113)
	(19,682)	(18,602)	(16,463)	(15,555)
Net investments	\$ 74,248	\$ 66,430	\$ 66,334	\$ 61,581

⁽ⁱ⁾Includes restricted cash of \$180 million (2013 - \$156 million), treasury bills of \$1,061 million (2013-\$635 million) and term deposits of nil (2013 - \$57 million).

⁽ⁱⁱ⁾Includes non-Canadian nominal bonds and debentures with a fair value of \$264 million (2013 - \$131 million).

⁽ⁱⁱⁱ⁾Includes mortgages with a fair value of \$568 million (2013 - \$1,127 million).

^(iv)Includes externally managed investments of \$3,313 million (2013 - \$4,307 million).

^(v)Includes resource properties with a total fair value of \$705 million (2013 - \$728 million).

^(vi)Includes venture capital investments of \$390 million (2013 - \$241 million).

^(vii)Includes amounts due from pending trades of \$202 million (2013 - \$38 million).

^(viii)Includes amounts payable from pending trades of \$214 million (2013 - \$64 million).

THE RYERSON RETIREMENT PENSION PLAN

DRAFT Notes to Fund Financial Statements (continued)

(Tabular amounts in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2014

6. Investments of the OMERS Fund (continued):

Fair value measurements of the investment assets and liabilities of the OMERS Fund are based on inputs from one or more levels of a fair value hierarchy as follows:

- Level 1 - Fair value is based on unadjusted quoted prices in active markets for identical assets or liabilities traded in active markets. Level 1 primarily includes publicly listed equity investments.
- Level 2 - Fair value is based on valuation methods that make use of inputs, other than quoted prices included within Level 1, that are observable by market participants either directly through quoted prices for similar but not identical assets or indirectly through observable market information used in valuation models. Level 2 primarily includes debt securities and derivative contracts not traded on a public exchange and public equities not traded in an active market.
- Level 3 - Fair value is based on valuation methods where inputs that are based on non-observable market data have a significant impact on the valuation. Level 3 primarily includes mortgages and private market investments valued based on discounted future cash flow models which reflect assumptions that a market participant would use when valuing such an asset or liability.

THE RYERSON RETIREMENT PENSION PLAN

DRAFT Notes to Fund Financial Statements (continued)

(Tabular amounts in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2014

6. Investments of the OMERS Fund (continued):

Net investment assets of the OMERS Fund based on the valuation level within the fair value hierarchy, as at December 31, are as follows:

2014	Level 1 (millions)	Level 2	Level 3	Total
Public market investments:				
Interest-bearing investments:				
Cash and short-term deposits	\$ 557	\$ 14,214	\$ —	\$ 14,771
Nominal bonds and debentures	—	615	—	615
Inflation-linked bonds	—	23,157	—	23,157
Mortgages and private debt	—	—	625	625
	557	37,986	625	39,168
Public equity	5,405	—	85	5,490
Public fund investments	—	1,624	1,185	2,809
Total public market investments	5,962	39,610	1,895	47,467
Private equity investments:				
Direct investments	120	100	6,650	6,870
Fund investments	—	—	1,897	1,897
Total private equity investments	120	100	8,547	8,767
Infrastructure investments	—	—	14,401	14,401
Real estate investments	—	—	22,253	22,253
Total investments	6,082	39,710	47,096	92,888
Investment-related assets:				
Investment receivables	—	95	141	236
Deferred assets, prepaid and other	—	—	189	189
Derivatives and pending trades	218	360	39	617
	218	455	369	1,042
Investment-related liabilities:				
Debt	—	(5,984)	(5,919)	(11,903)
Securities sold short	(3,733)	—	—	(3,733)
Securities sold under repurchase agreements	—	(2,218)	—	(2,218)
Other payables and liabilities	—	(1)	(1,003)	(1,004)
Derivatives and pending trades	(395)	(233)	(196)	(824)
	(4,128)	(8,436)	(7,118)	(19,682)
Net investment assets	\$ 2,172	\$ 31,729	\$ 40,347	\$ 74,248

THE RYERSON RETIREMENT PENSION PLAN

DRAFT Notes to Fund Financial Statements (continued)

(Tabular amounts in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2014

6. Investments of the OMERS Fund (continued):

2013	Level 1	Level 2	Level 3	Total
	(millions)			
Public market investments:				
Interest-bearing investments:				
Cash and short-term deposits	\$ 550	\$ 12,088	\$ –	\$ 12,638
Nominal bonds and debentures	–	1,193	–	1,193
Inflation-linked bonds	–	17,754	–	17,754
Mortgages and private debt	–	–	1,228	1,228
	550	31,035	1,228	32,813
Public equity	4,869	–	97	4,966
Public fund investments	–	2,776	1,154	3,930
Total public market investments	5,419	33,811	2,479	41,709
Private equity investments:				
Direct investments	356	31	6,822	7,209
Fund investments	–	–	1,999	1,999
Total private equity investments	356	31	8,821	9,208
Infrastructure investments	–	–	13,533	13,533
Real estate investments	–	111	17,492	17,603
Total investments	5,775	33,953	42,325	82,053
Investment-related assets:				
Investment receivables	–	89	150	239
Deferred assets, prepaid and other	–	–	162	162
Derivatives and pending trades	99	243	1	343
	99	332	313	744
Investment-related liabilities:				
Debt	–	(4,735)	(4,207)	(8,942)
Payables under securities				
lending program	–	(43)	–	(43)
Securities sold short	(3,573)	(144)	–	(3,717)
Securities sold under				
repurchase agreements	–	(2,047)	–	(2,047)
Other payables and liabilities	–	(11)	(844)	(855)
Derivatives and pending trades	(48)	(445)	(366)	(859)
	(3,621)	(7,425)	(5,417)	(16,463)
Net investment assets	\$ 2,253	\$ 26,860	\$ 37,221	\$ 66,334

The Level 3 classification includes all assets and liabilities related to assets valued based on non-observable market data. Where the investment asset being valued is an entity, the Level 3 category includes all assets and liabilities of that entity. In addition, where the investment asset is hedged against foreign currency gains and losses, the impact of the hedging activity is included in the valuation.

THE RYERSON RETIREMENT PENSION PLAN

DRAFT Notes to Fund Financial Statements (continued)

(Tabular amounts in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2014

6. Investments of the OMERS Fund (continued):

The following table presents the changes in the fair value measurements in Level 3 of the fair value hierarchy:

	Fair value, December 31, 2013	Total gain (loss) included in net income	Transfer in (out) ⁽ⁱ⁾	Contribution capital (millions)	Capital return ⁽ⁱⁱ⁾	Fair value, December 31, 2014	Unrealized gains (losses) attributable to assets held at December 31, 2014 ⁽ⁱⁱⁱ⁾
Mortgages and private debt	\$ 1,228	\$ 19	\$ —	\$ 169	\$ (791)	\$ 625	\$ 11
Public equity investments	97	(30)	—	131	(113)	85	(37)
Public fund investments	1,154	68	—	86	(123)	1,185	99
Private equity - direct investments	6,733	413	(89)	640	(1,115)	6,582	185
Private equity - fund investments	1,971	284	—	62	(447)	1,870	20
Infrastructure investments	12,846	1,192	—	1,139	(1,170)	14,007	207
Real estate investments	16,380	734	—	4,100	(204)	21,010	788
Real estate fund investments	573	76	—	112	(128)	633	39
Debt	(3,761)	(328)	—	323	(1,884)	(5,650)	(154)
	\$ 37,221	\$ 2,428	\$ (89)	\$ 6,762	\$ (5,975)	\$ 40,347	\$ 1,158

⁽ⁱ⁾Represents amounts transferred in (out) of Level 3, the net amount for the year ended December 31, 2014 was negative \$89 million (December 31, 2013 - \$121 million). This represents reclassification of debt and private investments that became publicly traded.

⁽ⁱⁱ⁾Includes return of realized hedging gains and losses. The unrealized hedging gains and losses are recorded as part of the valuation of such assets.

⁽ⁱⁱⁱ⁾Amount represents unrealized market value adjustments recorded during the year which are included in the valuation of assets held at year end only.

THE RYERSON RETIREMENT PENSION PLAN

DRAFT Notes to Fund Financial Statements (continued)

(Tabular amounts in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2014

6. Investments of the OMERS Fund (continued):

Level 3 financial instruments are valued using internal models and the resulting valuations are significantly affected by non-observable inputs, the most significant of which is the discount rate. The following hypothetical analysis illustrates the sensitivity of the Level 3 valuations to reasonably possible alternative discount rate assumptions where such reasonably possible alternative assumptions would change the fair value significantly. The impact to the valuation from changes to the discount rate has been calculated independently of the impact of changes in other key variables. In actual experience, a change in the discount rate may be the result of changes in a number of underlying assumptions which could amplify or reduce the impact on the valuation.

	2014		2013	
	Increase/ decrease in discount rate (basis points)	Increase/ decrease investment assets (millions)	Increase/ decrease in discount rate (basis points)	Increase/ decrease investment assets (millions)
Private equity - direct investments	70	\$ 436	70	\$ 342
Infrastructure investments	20	220	20	221
Real estate investments	25	420	25	375
Total impact on net investment assets		\$ 1,076		\$ 938

The fair values of public market, private equity and real estate fund investments where there is no access to the underlying investment information are based on the value provided by the general partner or other external manager and, therefore, in the absence of specific information to support deviating from this value, no other reasonably possible alternative assumptions could be applied.

THE RYERSON RETIREMENT PENSION PLAN

DRAFT Notes to Fund Financial Statements (continued)

(Tabular amounts in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2014

6. Investments of the OMERS Fund (continued):

The OMERS Fund held the following investments, each having a fair value or cost, exceeding 1% of the fair value or cost of net investment assets:

	2014			2013		
	Number of investments	Fair value (millions)	Cost	Number of investments	Fair value (millions)	Cost
Public market investments	8	\$ 9,024	\$ 8,403	8	\$ 7,659	\$ 7,962
Private market investments	12	16,199	13,782	12	15,110	12,919
		\$ 25,223	\$ 22,185	20	\$ 22,769	\$ 20,881

Public market investments where the individual issue has a cost or fair value exceeding 1% of the cost or fair value of net investment assets include an investment in a Government of Canada interest-bearing security.

7. Investment income:

Investment income of the Plan is as follows:

	2014	2013
Investment income from OMERS Fund	\$ 53,344	\$ 61,147
Interest on short-term investments	15	13
	\$ 53,359	\$ 61,160

The investment income from OMERS Fund shown above represents the Plan's proportionate share of investment income of the OMERS Fund.

THE RYERSON RETIREMENT PENSION PLAN

DRAFT Notes to Fund Financial Statements (continued)

(Tabular amounts in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2014

8. Financial instruments:

(a) Fair values:

The fair values of investments and derivatives are as described in note 2(b). The fair values of other financial assets and liabilities, being cash and short-term investments, contributions receivable, cash refunds payable, accounts payable and accrued liabilities and benefits payable, approximate their carrying values due to the short-term nature of these financial instruments.

(b) Associated risks:

(i) Market risk:

Market risk is the risk that the value of an investment will fluctuate as a result of changes in market conditions, whether caused by factors specific to an individual investment, or factors affecting all securities traded in the market. As all of the Plan's financial instruments are carried at fair value with fair value changes recognized in the statement of changes in net assets available for benefits, all changes in market conditions will directly result in an increase (decrease) in net assets available for benefits. Market risk is managed by the investment manager through construction of a diversified portfolio of instruments traded on various markets and across various industries. In addition, market risk may be hedged using derivative financial instruments, such as futures contracts.

After giving effect to derivative contracts, a ten per cent increase/decrease in the value of all public equity and private market investments would result in an approximate increase/decrease in the value of public and private market exposure and an unrealized gain/loss as noted below:

		2014		2013	
	Change in market prices		Unrealized gain/loss		Unrealized gain/loss
Canadian public equities	+/- 10%	+/-	\$ 40	-/+	\$ 71
Non-Canadian public equities	+/- 10%	+/-	2,060	-/+	1,913
Private market investments	+/- 10%	+/-	3,178	-/+	2,859
		+/-	\$ 5,278	-/+	\$ 4,843

THE RYERSON RETIREMENT PENSION PLAN

DRAFT Notes to Fund Financial Statements (continued)

(Tabular amounts in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2014

8. Financial instruments (continued):

(ii) Interest rate risk:

Interest rate risk refers to the effect on the market value of the Fund's assets and liabilities due to fluctuations of interest rates. Asset values are mostly affected by equity markets and short-term changes in interest rates. The interest-bearing investment portfolio has guidelines on concentration, duration and distribution, which are designed to mitigate the risk of interest rate volatility.

The term to maturity classifications of interest bearing investments, based upon the contractual maturity of the securities, are as follows:

2014	Term to maturity			Total	Average effective yield ⁽ⁱ⁾
	Within 1 year	1 to 5 years	Over 5 years		
Cash and short-term deposits	\$ 14,771	\$ –	\$ –	\$ 14,771	1.19%
Nominal bonds and debentures	64	71	480	615	3.73%
Inflation-linked bonds ⁽ⁱⁱ⁾	–	95	23,062	23,157	0.14%
Mortgages and private debt	2	443	180	625	3.37%
	\$ 14,837	\$ 609	\$ 23,722	\$ 39,168	0.64%

2013	Term to maturity			Total	Average effective yield ⁽ⁱ⁾
	Within 1 year	1 to 5 years	Over 5 years		
Cash and short-term deposits	\$ 12,638	\$ –	\$ –	\$ 12,638	1.13%
Nominal bonds and debentures	10	65	1,118	1,193	2.95%
Inflation-linked bonds ⁽ⁱⁱ⁾	–	88	17,666	17,754	0.79%
Mortgages and private debt	140	463	625	1,228	3.62%
	\$ 12,788	\$ 616	\$ 19,409	\$ 32,813	1.11%

⁽ⁱ⁾ Average effective yield represents the weighted average rate required to discount future contractual cash flows to current market value.

⁽ⁱⁱ⁾ Inflation-linked bonds yields are based on real interest rates. The ultimate yield will be impacted by inflation as it occurs.

THE RYERSON RETIREMENT PENSION PLAN

DRAFT Notes to Fund Financial Statements (continued)

(Tabular amounts in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2014

8. Financial instruments (continued):

Giving effect to derivative contracts, debt liabilities and amounts payable under securities lending programs and securities sold under repurchase agreements, a one per cent increase/decrease in nominal interest rates, with all other variables held constant, would result in an approximate decrease/increase in the value of net interest bearing investments and an unrealized (loss) gain of \$361 million (2013 - \$43 million). Similarly, a one per cent increase/decrease in real interest rates would result in an approximate decrease/increase in the value of real return bonds and an unrealized gain of \$3,741 million (2013 - \$2,742 million).

(iii) Liquidity risk:

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities.

All of the Plan's listed securities are considered to be readily realizable as they are listed on recognized stock exchanges and can be quickly liquidated at amounts close to their fair value in order to meet liquidity requirements. The Plan also maintains cash and short-term investments on hand for liquidity purposes and to pay accounts payable and accrued liabilities. At December 31, 2014, the Plan had cash and short-term investments in the amount of \$8.83 million (2013 - \$5.52 million).

(iv) Foreign currency risk:

Foreign currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The Plan primarily invests in financial instruments and enters into transactions denominated in various foreign currencies, other than its measurement currency. Consequently, the Plan is exposed to risks that the exchange rate of the various currencies may change in a manner that has an adverse effect on the value of the portion of the Plan's assets or liabilities denominated in currencies other than the Canadian dollar.

THE RYERSON RETIREMENT PENSION PLAN

DRAFT Notes to Fund Financial Statements (continued)

(Tabular amounts in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2014

8. Financial instruments (continued):

After giving effect to the impact of hedging and trading activities and with all other variables and underlying values held constant, a five per cent increase/decrease in the value of the Canadian dollar against major foreign currencies would result in an approximate decrease/increase in the Funds' net assets available for benefits and an unrealized gain/loss as noted below:

		2014		2013	
	Change in market prices		Unrealized gain/loss		Unrealized gain/loss
United States	+/- 5%	-/+	\$ 348	-/+	\$ 290
United Kingdom	+/- 5%	-/+	67	-/+	20
Euro countries	+/- 5%	-/+	2	-/+	8
Other	+/- 5%	-/+	25	-/+	37
		-/+	\$ 442	-/+	\$ 355

(v) Credit risk:

The Fund is exposed to credit risk in the event that a security counterparty defaults or becomes insolvent. The Fund has established investment criteria, which are designed to manage credit risk by establishing limits to credit exposure from individual corporate entities.

THE RYERSON RETIREMENT PENSION PLAN

DRAFT Notes to Fund Financial Statements (continued)

(Tabular amounts in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2014

8. Financial instruments (continued):

The OMERS Fund's most significant credit risk exposure arises from interest bearing investments. The Fund's interest bearing investments exposed to credit risk are as follows:

2014	Credit quality ⁽¹⁾	Interest bearing investments	% of total
Sovereign governments ⁽ⁱⁱ⁾	AA to AAA	\$ 23,612	60
Provincial governments	A to AA	844	2
Corporate:			
Investment grade:			
	AAA- to AAA	—	—
	AA- to AA+	13,086	33
	A- to A+	242	1
	BBB- to BBB+	210	1
Non-investment grade		640	2
Securities lending cash collateral		—	—
Cash on deposit		534	1
		\$ 39,168	100

2013	Credit quality ⁽¹⁾	Interest bearing investments	% of total
Sovereign governments ⁽ⁱⁱ⁾	AA to AAA	\$ 18,731	57
Provincial governments	A to AA	686	2
Corporate:			
Investment grade:			
	AAA- to AAA	139	1
	AA- to AA+	11,768	36
	A- to A+	359	1
	BBB- to BBB+	436	1
Non-investment grade		288	1
Securities lending cash collateral		43	—
Cash on deposit		363	1
		\$ 32,813	100

⁽ⁱ⁾Based on average rating of major credit rating agencies.

⁽ⁱⁱ⁾Includes Canadian and U.S. federal governments.

THE RYERSON RETIREMENT PENSION PLAN

DRAFT Notes to Fund Financial Statements (continued)

(Tabular amounts in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2014

8. Financial instruments (continued):

The Fund engages in securities lending to enhance portfolio returns. Credit risk associated with securities lending is mitigated by requiring the borrower to provide daily collateral in the form of cash and readily marketable investments of greater market value than the securities loaned. As at December 31, 2014, the Plan's investments included loaned securities with a fair value of nil (2013 - \$155 million). The fair value of collateral received in respect of these loans was nil (2013 - \$158 million) of which nil (2013 - \$43 million) was cash collateral invested in short-term interest bearing investments.

9. Capital risk management:

The capital of the Plan is represented by the net assets available for benefits. The main objective of the Plan is to safeguard its ability to continue as a going concern and to maintain adequate assets to support the pension obligations which are not presented or discussed in these specified-purpose fund financial statements. For funding purposes, the Plan is required to have an actuarial valuation every three years. The next actuarial valuation is as at January 1, 2016.

Because the assets of The Ryerson Retirement Pension Plan are invested on a comingled basis with the OMERS assets, Ryerson has adopted the OMERS Statement of Investment Policies and Procedures ("SIP&P") as their own SIP&P. The SIP&P has investment objectives, guidelines and benchmarks used in investing the Plan's assets, permitted categories of investments, asset-mix diversification and rate of return expectations. The SIP&P was established in 1989 and was last amended on December 13, 2013. The amendments are not considered significant.

There are six asset classes - fixed income, public equities, real return bonds, private equity, infrastructure and real estate. The asset mix target is 53% for public investments and 47% for non-public investments. The actual allocation at December 31, 2014 was 58% for public investments and 42% for non-public investments.

No contributions remain past due as at December 31, 2014.

10. Comparative information:

Certain comparative information has been reclassified to conform with the financial statement presentation adopted in the current year.

DRAFT RESOLUTION

**RE: Audited Financial Statements of the Ryerson Retirement Pension Plan as at
January 1, 2015**

BE IT AND IT IS HEREBY RESOLVED:

THAT the Audited Financial Statements of the Ryerson Retirement Pension Plan as at January 1, 2015 be accepted and approved to file with regulatory authorities.

June 26, 2015



**BOARD OF GOVERNORS COMMITTEE MEETING
JUNE 26, 2015**

AGENDA ITEM: Preliminary Valuation of the Ryerson Retirement Pension Plan (RRPP)
January 1, 2015

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: For Approval and Recommendation

SUMMARY: The preliminary valuation results report on the funded status of the plan at January 1, 2015. At the last meeting, the ERPC reviewed the following recommended assumption changes for this valuation:

- Updating the mortality assumption to reflect pension size;
- Updating the basis for future commuted values; and
- Decreasing the assumption for non-investment expenses from 5% of future contributions to 3% of future contributions.

The net impact of these assumption changes increased liabilities by \$10m, based on the most recent results. These assumption changes are now being brought for approval so that the valuation report can be finalized.

The preliminary results indicate that the plan's funded ratio is 100% on a going concern basis. Since the funded status is 100%, a recommendation to file the 2015 valuation report will most likely be made at the September meeting.

BACKGROUND: Valuations of the RRPP are conducted annually, and presented to the ERPC for review and approval. As part of its governance responsibilities, the ERPC monitors the financial status of the RRPP and decides whether to file the valuation report. Pension valuations must be filed with the regulatory authorities once every three years at minimum. The preliminary results, which are presented each June, provide an opportunity to review the funded status of the plan prior to the final valuation results which are available in September.

COMMUNICATIONS STRATEGY: NA

PREPARED BY:

Name Christina Sass-Kortsak, Assistant Vice President Human Resources
Date June 18, 2015

APPROVED BY:

Name	Janice Winton, Vice President Administration & Finance
Date	June 18, 2015



Preliminary Actuarial Valuation Results as at January 1, 2015

Ryerson Retirement Pension Plan

Meeting of the Employee Relations and Pension Committee by Karen Burnett

June 18, 2015

This presentation is for purposes of the ERPC and not for further distribution or to be shared on any website without consent by Towers Watson

TOWERS WATSON 

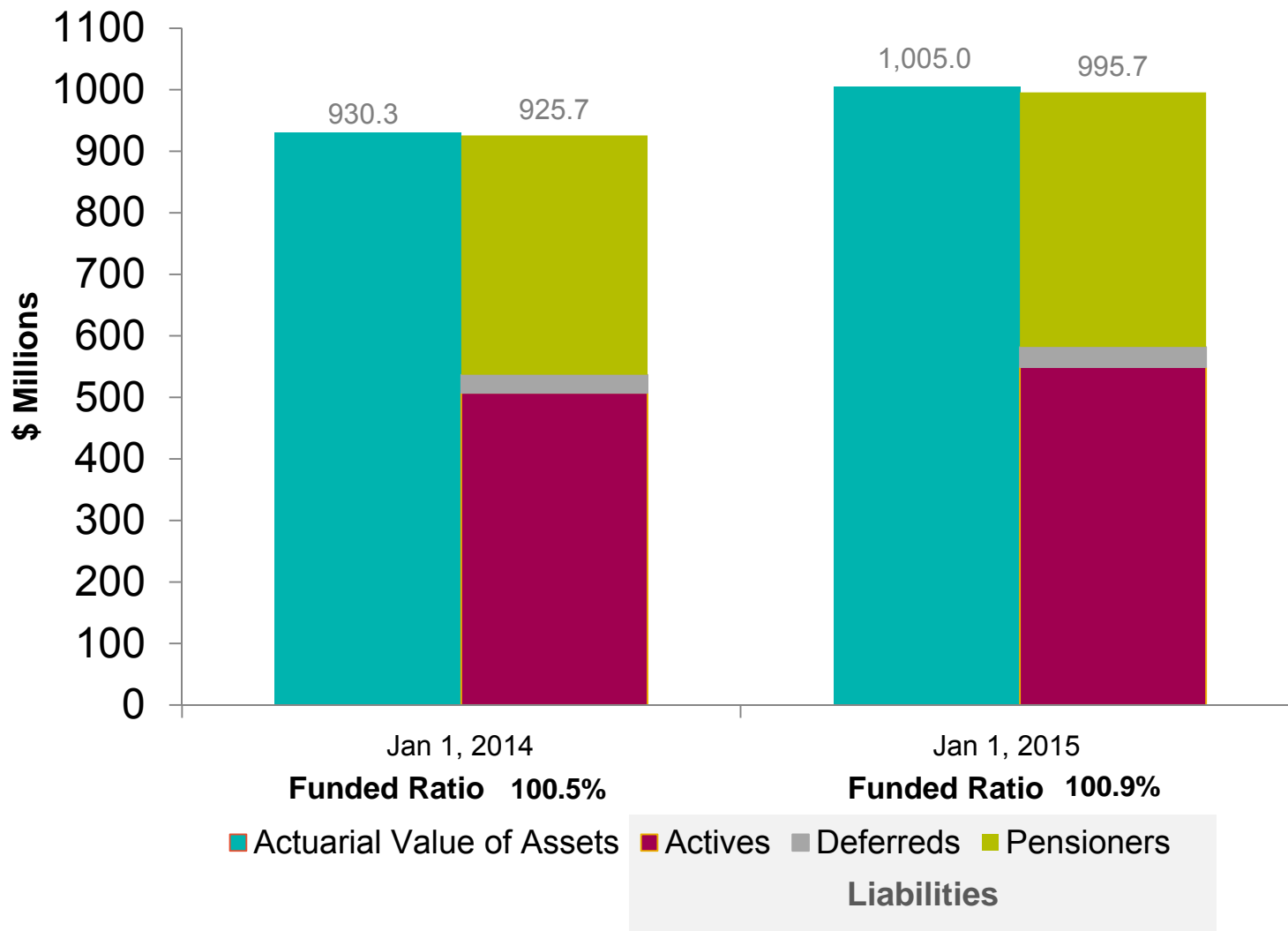
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Agenda

- Preliminary Going Concern Valuation Results
- Actuarial Assumptions and Methods
- Solvency and Wind-up Valuations
- Next Steps

Preliminary Going Concern Valuation Results

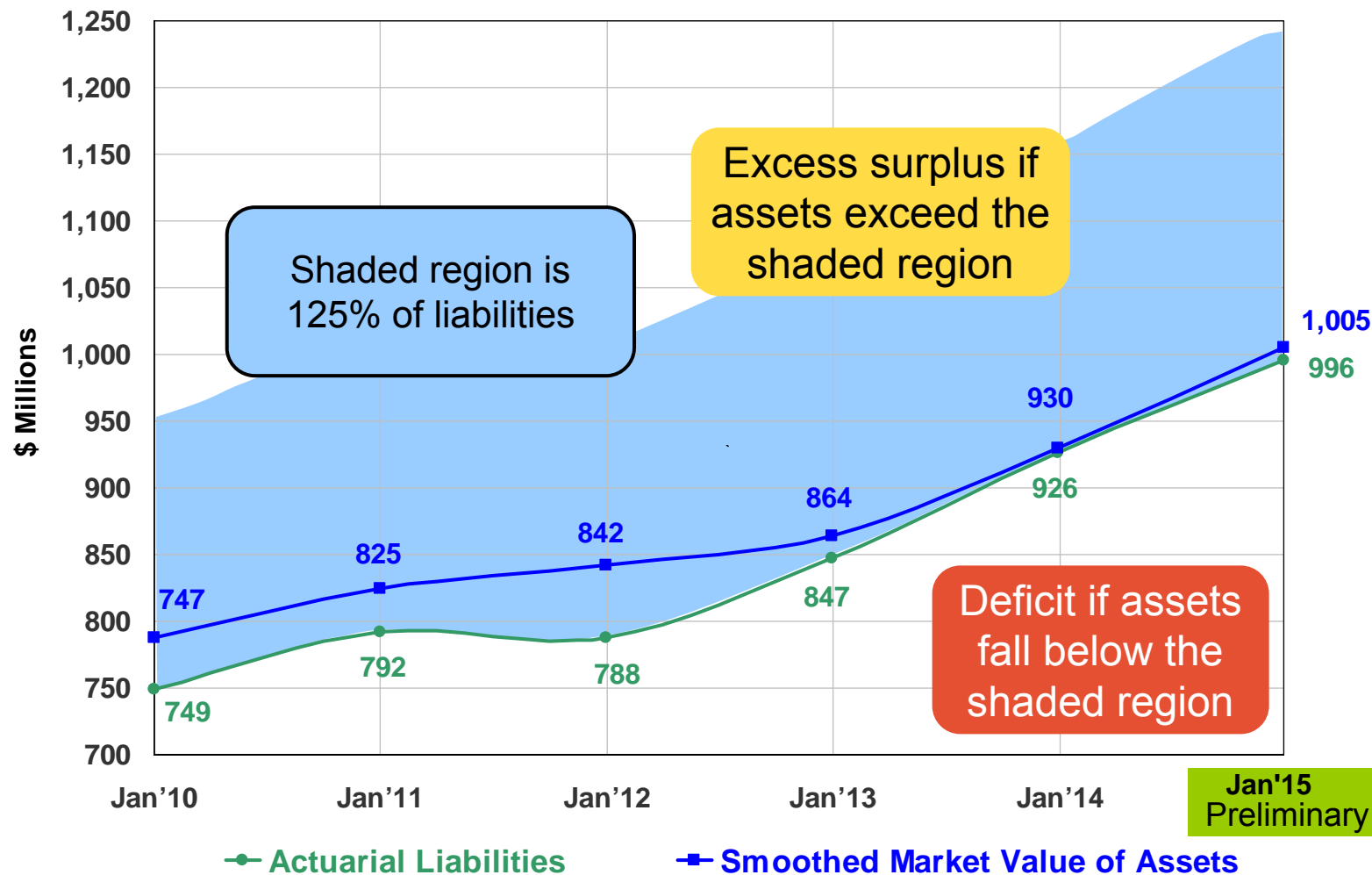
Going Concern Financial Position (Preliminary)



Gain and Loss Analysis - Preliminary

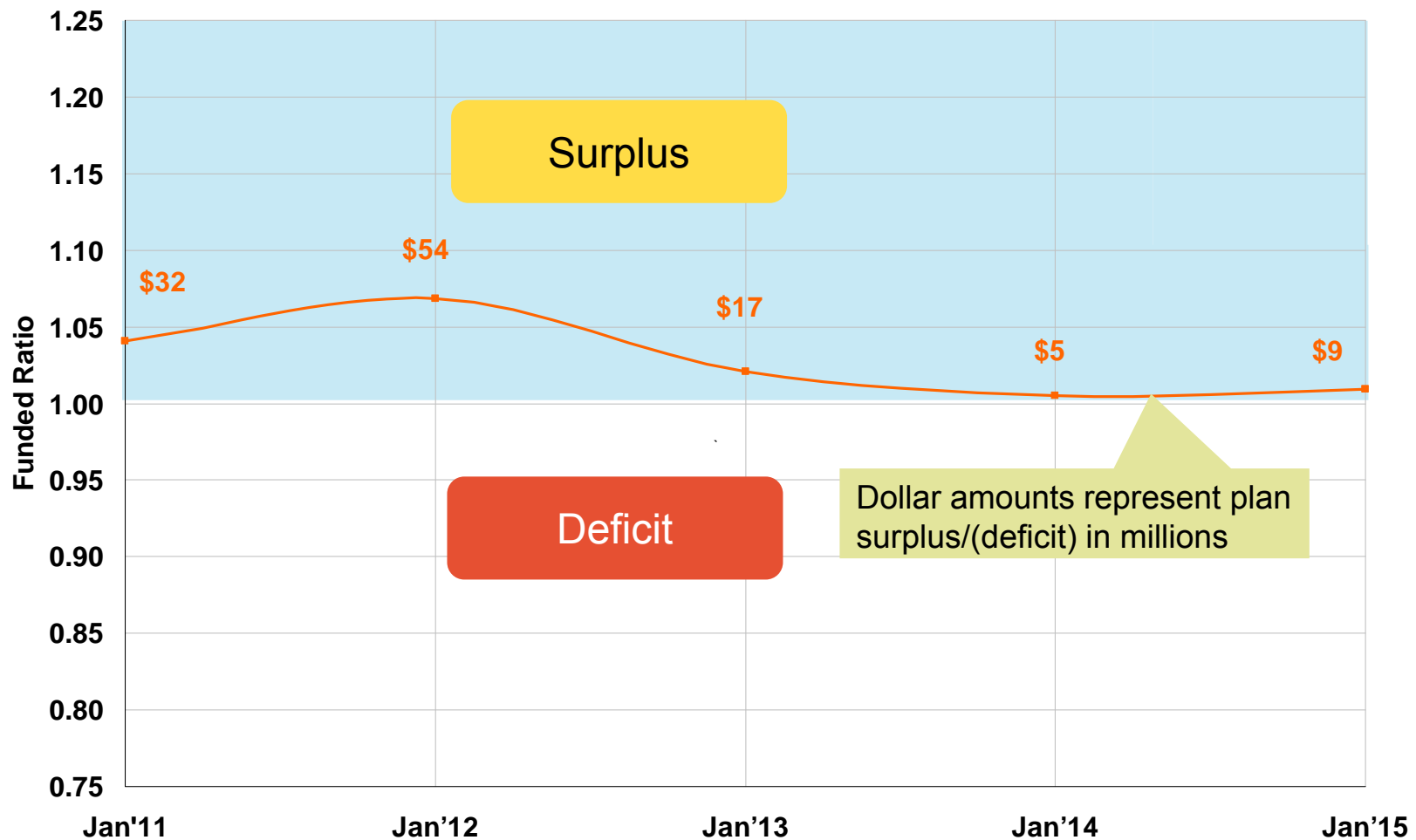
<i>(in thousands)</i>	2012	2013	2014
<i>Status of Valuation</i>	<i>Filed</i>	<i>Filed</i>	<i>Preliminary</i>
Surplus Beginning of Year	\$ 53,975	\$ 17,404	\$ 4,568
• Interest on surplus (at discount rate)	3,481	1,123	297
• Assumption/method changes	(995)	(26,481)	(11,361)
• 'Return' on smoothed value different than discount rate	(32,301)	12,835	13,264
• Salary increases (higher)/lower than assumed	4,944	728	(335)
• Retirement experience	(3,295)	(547)	1,405
• Refinements in Actuarial Methodology	(5,846)	N/A	N/A
• Other experience factors	<u>(2,559)</u>	<u>(494)</u>	<u>1,394</u>
Surplus End of Year	\$ 17,404	\$ 4,568	\$ 9,232

Going Concern Liabilities* and Assets - Preliminary

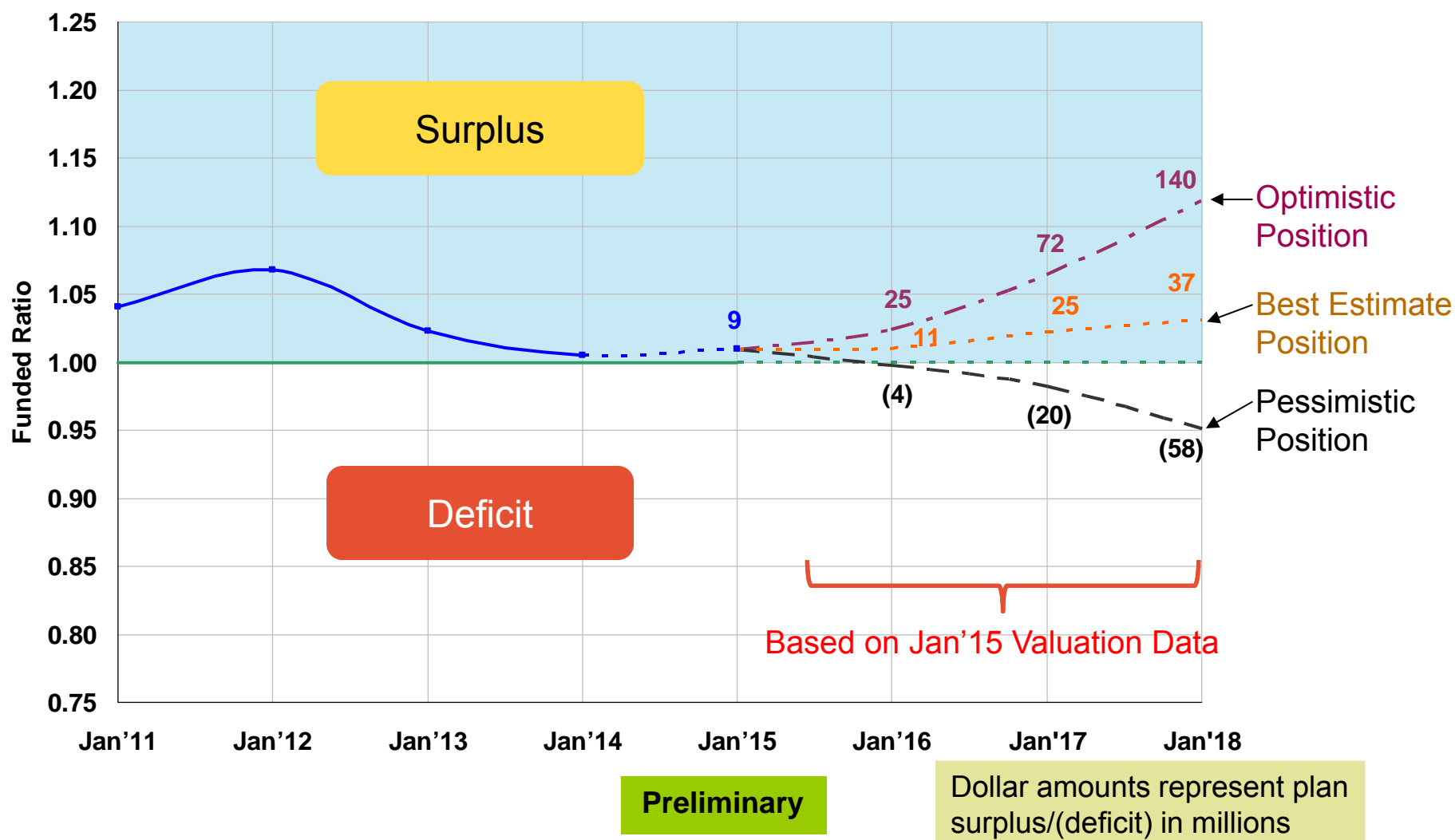


*includes proposed assumption changes

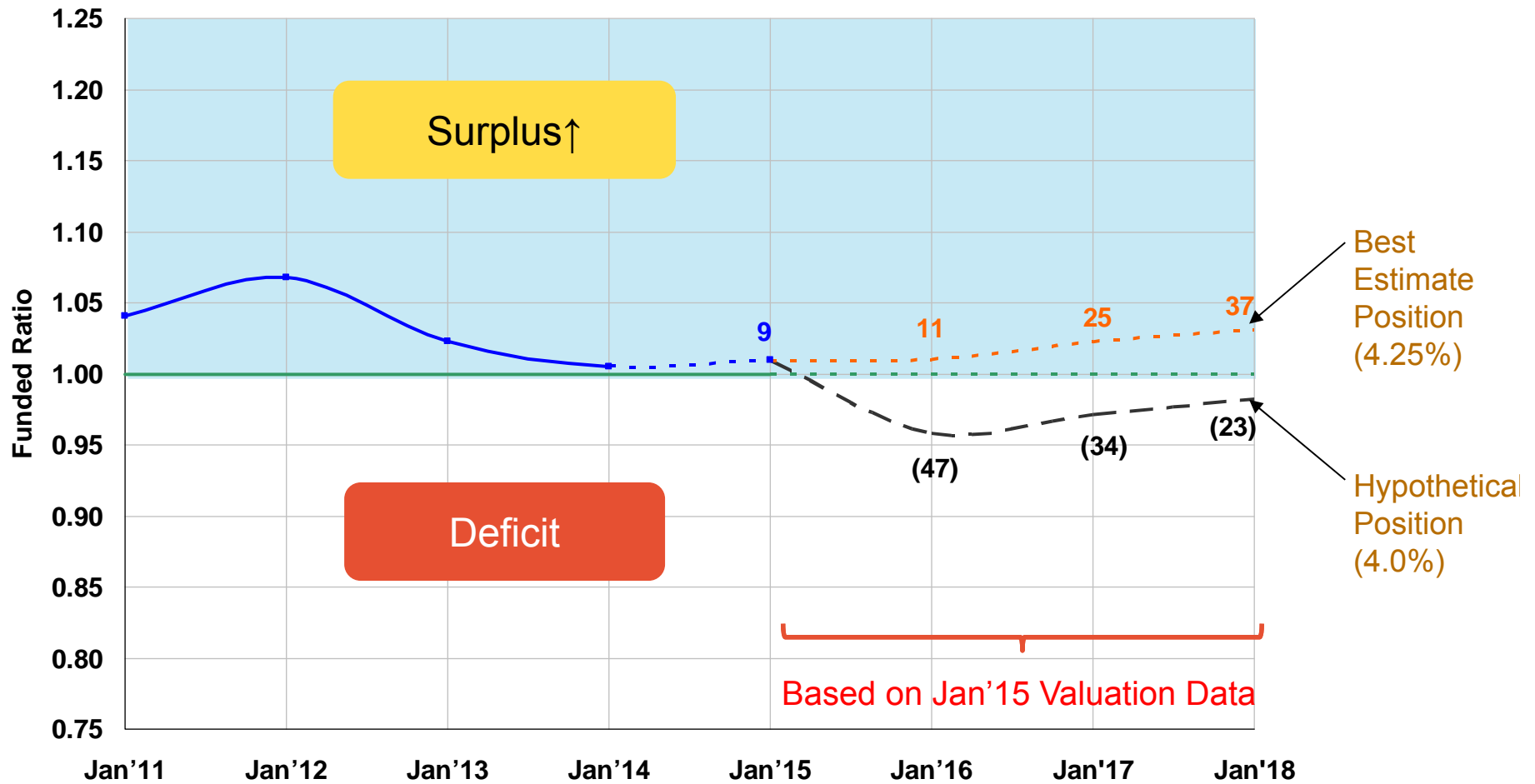
Going Concern Funded Ratio - Preliminary



Going Concern Funded Ratio - where we're headed



Going Concern Liabilities and Assets – Discount Rate Sensitivity Projection



Preliminary

Dollar amounts represent plan surplus/(deficit) in millions

Going Concern Valuation Observations

- The 2014 return on the market value of assets is greater than the return on the smoothed value of assets
 - Return on smoothed value of assets was higher than assumed
- Losses due to salary increases being more than assumed were offset by gains due to retirement experience
- Based on preliminary results, the plan is in a surplus at January 1, 2015
 - Filing the valuation would extend the next filing date to January 1, 2018
- Projections show the funded ratio will likely stay just above 100% for the next few years
 - However, some items that could impact this include assumption changes (including discount rate changes), demographic experience, plan changes and/or market fluctuations

Going Concern Valuation Observations

- Changes in market outlook:
 - Long bond yields from January 1, 2015 to the last ERPC meeting in April dropped by 35 bps
 - Since April, long bond yields have increased by 30 bps
 - In general terms, if a market outlook for long bond yields is significantly downwards from one actuarial valuation to the next, the margins in the discount rate erode and there is added pressure to lower the discount rate, barring a change in the asset mix or the desired level of margin. As illustrated above, long bond yields have been volatile so far this year.

Actuarial Assumptions and Methods

Actuarial Assumptions and Methods

- All assumptions are reviewed annually
- Assumption changes reviewed at the April ERPC meeting to be approved today include:
 - Changing the basis for future commuted values: \$4.7M Loss
 - Updating the mortality table to new CIA Public Sector Mortality table including new projection scale (with pension size adjustment): \$14.0M Loss
 - Changing the non-investment expense assumption: \$7.3M Gain
- Overall combined impact of the above changes results in a decrease in surplus of \$11.4 million

Solvency and Wind-up Valuations

Solvency and Wind-up Valuations

- Required by provincial legislation
- Methods and assumptions prescribed by legislation and by CIA
 - Liabilities based on settlement cost
 - Smoothing of assets permitted for purpose of determining statutory solvency deficiency
 - Liabilities must then be smoothed also (this law allowing asset/liability smoothing may be repealed at some point)
 - Smoothing assets and liabilities deteriorated the statutory solvency position of the plan by \$0.1M in the January 1, 2014 funding valuation, leading to a solvency excess of \$66M
 - The value of indexing has historically been excluded from the statutory solvency liabilities
- When a report is filed showing a statutory solvency deficiency, special funding payments would be required

Solvency and Wind-up Valuation Observations

- Detailed results not yet available, but...
- If smoothing continues to be employed, there is likely to be a solvency excess at Jan 1, 2015
 - if this report is filed, no special payments are likely required
- The Regulation 14(2) ratio is above 0.85 at Jan 1, 2015 (greater than 1 as at Jan 1, 2014)
 - annual filings thereafter are not required – triennial filings may continue

Next Steps

ERPC Decision Timeline

ERPC Meeting	Actions	Decisions and Considerations
April	<ul style="list-style-type: none"> Reviewed recommended assumptions and estimated funded position based on prior year valuation updated for assets and assumptions 	<ul style="list-style-type: none"> Confirmed assumptions to be used for purposes of preliminary valuation results
June	<ul style="list-style-type: none"> Review preliminary valuation results including gain and loss analysis Review projections of funded status based on preliminary results and alternative scenarios, if any 	<ul style="list-style-type: none"> Approve assumptions for final valuation Discussions regarding whether to file the valuation
September	<ul style="list-style-type: none"> Review final valuation results and projections 	<ul style="list-style-type: none"> Final decision regarding filing the valuation

Appendices

Exhibit 1 - Membership Data Summary

	<u>January 1, 2014</u>	<u>January 1, 2015</u>
Active members:		
• Number	2,162	2,241
• Average age	47.2	47.3
• Average credited service	9.8	10.3
• Annual payroll	\$ 209,291,250	\$ 221,295,772
• Average pay rate	\$ 96,804	\$ 98,749

Exhibit 1 - Membership Data Summary (cont'd)

	<u>January 1, 2014</u>	<u>January 1, 2015</u>
Deferred Pensioners:		
• Number	329	359
• Average age	49.4	50.4
• Total lifetime annual pension	\$ 2,647,800	\$ 3,045,850
• Average lifetime annual pension	\$ 8,048	\$ 8,484
Retired members and beneficiaries:		
• Number	924	955
• Average age	73.2	74.0
• Total lifetime annual pension	\$ 30,816,200	\$ 32,752,720
• Average lifetime annual pension	\$ 33,351	\$ 34,296

Exhibit 1 - Membership Data Reconciliation

	Active	Deferred Pensioner	Member Pensioner	Survivor Pensioner	Total	Outstanding Payments
As at January 1, 2014	2,162	329	811	113	3,415	77
• New members	190				190	
• Rehires						
• Terminated – elected a deferred pension	(45)	45				
• Terminated – elected a lump sum	(7)	(9)			(16)	(21)
• Terminated – with lump sum outstanding payment	(18)	(2)			(20)	20
• Retired	(42)	(6)	48			
• Died – without survivor pension			(11)	(7)	(18)	
• Died – with survivor pension			(7)	7		
• Died – lump sum paid			(1)		(1)	
• Died – with lump sum outstanding payment						
• Data Corrections	1	2		2	5	(1)
• Net change	79	30	29	2	140	(2)
As at January 1, 2015	2,241	359	840	115	3,555	75

Exhibit 2 - Summary of Key Assumptions

Long Term Economic Assumptions

	January 1, 2014 (filed)	January 1, 2015
A) Inflation rate	2.25%	2.25% (BE)
B) Real discount rate for main actuarial liabilities	4.25%	4.25% (C)
C) Nominal discount rate for actuarial liabilities (A+B)	6.50%	6.50% (C)
D) YMPE increases	Inflation + 0.75%	Inflation + 0.75% (BE)
E) Salary increases	Inflation + 1.50%	Inflation + 1.50% (BE)

(BE) TW considers the assumption a best estimate

(C) TW considers the assumption to be conservative

Exhibit 2 - Summary of Key Assumptions (cont'd)

Long Term Demographic Assumptions

	January 1, 2014 (filed)	January 1, 2015
F) Future commuted value basis	Current CIA basis for calculating CVs Disc rate: 1.7% 1st 10 yrs then 2.3% Mortality: UP94@2013G	Same methodology Disc rate: 1.3% 1st 10 yrs then 1.6% Mortality: UP94@2014G
G) Retirement for active members	5% at each age before earliest unreduced retirement age (EURA), 20% at EURA, 10% at each age after EURA, 100% at age 65	Same
H) Mortality	CPM2014 Public Table with generational mortality improvement	CPM2014 Public Table with generational mortality improvement and pension size adjustment
I) Withdrawal	Age- and gender-specific rates	Same

TW considers all of the above assumptions to be best estimates

Exhibit 2 - Summary of Actuarial Methods

Methods

	January 1, 2014 (Filed)	January 1, 2015
J) Actuarial cost method	Modified aggregate method	Same
K) Asset valuation method	Average market value method (5-point average)	Same
L) Marriage Percentage at Retirement	75%	Same
M) Non-investment expense	5% of future contributions	3% of future contributions

Exhibit 3 - Asset Reconciliation *(in thousands)*

Market Value of Assets as at January 1, 2014	\$	934,399
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Receipts:

• Contributions			
– University service cost	\$	17,812	
– University other contributions		332	
– Members' required contributions		17,665	
– Members' other contributions		341	
– Transfers-in		<u>1,431</u>	\$ 37,581
• Investment return			<u>98,032</u>
• Total receipts			\$ 135,613

Disbursements:

• Benefit payments:			
– Pension payments	\$	32,133	
– Lump sum settlements		<u>2,659</u>	\$ 34,792
• Investment expenses			5,501
• Non-investment expenses			<u>1,017</u>
• Total disbursements			\$ 41,310

Market Value of Assets as at January 1, 2015	\$	1,028,702
Adjustment for commuted value overpayment receivable		<u>1,200</u>
Market Value of Assets as at January 1, 2015	\$	1,029,902

Exhibit 3 – Assets With and Without Smoothing

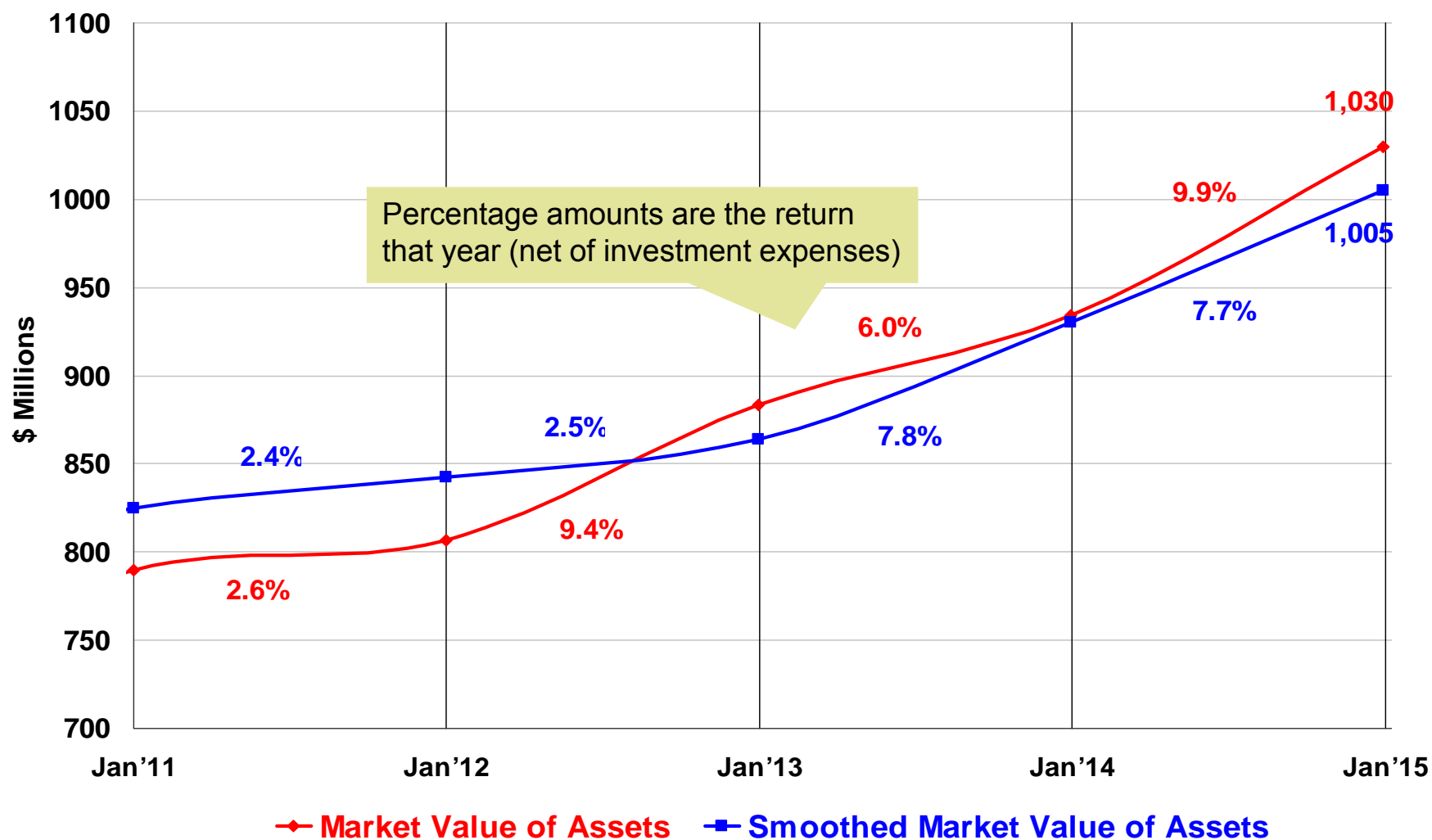


Exhibit 4 - Detailed Preliminary Going Concern Valuation Results

<i>(in thousands)</i>	Jan 1, 2013	Jan 1, 2014	Jan 1, 2015
<i>Status of Valuation</i>	<i>Filed</i>	<i>Filed</i>	<i>Preliminary</i>
Smoothed Market Value of Assets	\$ 864,127	\$ 930,300	\$ 1,004,973
Accrued liabilities for:			
• Active members	\$ 469,269	\$ 507,377	\$ 549,104
• Pensioners and beneficiaries	344,479	388,923	413,823
• Deferred pensioners	<u>32,975</u>	<u>29,432</u>	<u>32,814</u>
Total Accrued Liabilities	\$ 846,723	\$ 925,732	\$ 995,741
Surplus	\$ 17,404	\$ 4,568	\$ 9,232
Funded Ratio	102%	100%	101%

Exhibit 5 — Actuarial Opinion

Purpose

This presentation has been prepared for the internal use of Ryerson University and presents the preliminary results of the January 1, 2015 going concern funding valuation of the registered pension plan sponsored by Ryerson University. It is not intended nor suitable for other purposes. Further distribution of all or part of this presentation to other parties, shared on any website or other use of this report is expressly prohibited without Towers Watson's prior written consent.

Plan Assets and Membership Data

Plan asset information is based on financial statements prepared by OMERS Administration Corporation. This information has been relied upon by Towers Watson Canada Inc. following tests for reasonableness with respect to contributions, benefit payments and investment income.

The membership data were provided by Ryerson University as at the respective valuation dates. These data have been reviewed for reasonableness and consistency with the previous valuation data; these tests indicate that the data are sufficient and reasonable for the purposes of the valuation. However, the data review may not have captured certain deficiencies in the data.

Assumptions, Methods and Plan Provisions

Except as noted in the presentation, the results presented herein have been based on the same assumptions, methods and plan provisions disclosed in the January 1, 2014 valuation report filed with the Financial Services Commission of Ontario and Canada Revenue Agency.

Future going concern financial positions

Future going concern financial positions may change as a result of future changes in the actuarial methods and assumptions, the membership data and the plan provisions, the legislative rules, or as a result of future experience gains or losses. None of these changes has been anticipated at this time, but will be revealed in future actuarial valuations.

Exhibit 5 — Actuarial Opinion

Actuarial Opinion

In our opinion, for the purposes of summarizing the preliminary results of the January 1, 2015 going concern funding valuation of the registered pension plan sponsored by Ryerson University, the membership data on which the valuation is based are sufficient and reliable and the assumptions and methods employed in the valuation are appropriate. This presentation has been prepared, and our opinions have been given, in accordance with accepted actuarial practice in Canada.

We are available to respond to any questions from Ryerson University regarding the contents of this report.

Towers Watson Canada Inc.



Karen Burnett
Fellow of the Canadian Institute of Actuaries



Rhea Bowen
Associate of the Canadian Institute of Actuaries

Toronto, Ontario
June 18, 2015

DRAFT RESOLUTION

RE: Preliminary Valuation of the Ryerson Retirement Pension Plan (RRPP) January 1, 2015

BE IT AND IT IS HEREBY RESOLVED:

THAT the valuation assumptions of the Ryerson Retirement Pension Plan as at January 1, 2015, be approved.

June 26, 2015



JUNE 26, 2015 BOARD MEETING
June 26, 2015

AGENDA ITEM: Ryerson Retirement Pension Plan Annual Expense Budget

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: For Approval

SUMMARY:

In 2014 net pension plan administration expenses were \$1,000,225. There were a number of unexpected or unusual expenses incurred in 2014, including work done by Towers Watson in response to the FSCO on-site examination and a considerable number of commuted value transfer calculations that Towers Watson did for members looking to transfer their pension from a previous employer to Ryerson.

There are several projects to be undertaken in 2015, namely the development of a Statement of Investment Policies & Procedures (SIP&P), a review of the governance structure and work related to planning for possible plan design changes in the event of a funding deficit in the next two to three years.

These projects, plus increasing complexities in pension plan administration, necessitate an increase to the limit on expenses that can be paid from the fund.

The current plan expense limit is \$975,000, which is approximately 0.10% of the total fund value. Over the past 7 years, the expenses expressed as a percentage of the fund value have been as follows:

Year	Fund Value	Expenses	Ratio
2008	\$ 650,601	\$ 793,316	0.12%
2009	\$ 712,148	\$ 779,970	0.11%
2010	\$ 789,529	\$ 790,451	0.10%
2011	\$ 806,810	\$ 852,826	0.11%
2012	\$ 883,403	\$ 964,602	0.11%
2013	\$ 934,399	\$ 970,897	0.10%
2014	\$1,026,240	\$1,000,225	0.10%

In 2013 the expense ratios of other large Ontario University Defined Benefit plans ranged from 0.05% to

0.19% with an average of 0.12%.

It is recommended that the fee limit be set as a proportion of the fund value and that it be set at .12% of the fund value. Based on the 2014 fund value this would provide an expenses ceiling of approximately \$1.2 million.

BACKGROUND: Expenses that relate to the administration of the Ryerson pension plan are submitted to the Custodian (RBC Investor Services) for reimbursement. These expenses include:

- Actuarial & consulting fees
- Third party administration costs
- Custodial fees
- Audit fees
- Regulatory filing fees
- Salary and benefit costs for Ryerson staff who administer the plan
- Legal fees

A report on pension plan expenses is provided to ERPC annually as part of the Ryerson Retirement Pension Plan Report.

COMMUNICATIONS STRATEGY: NA

PREPARED BY:

Name Christina Sass-Kortsak, Assistant Vice President Human Resources
Date April 16, 2015

APPROVED BY:

Name Janice Winton, Interim Vice President Administration & Finance
Date April 16, 2015

DRAFT RESOLUTION

RE: Ryerson Retirement Pension Plan Annual Expense Budget

BE IT AND IT IS HEREBY RESOLVED:

THAT the Ryerson Retirement Pension Plan Annual Expense Budget fee be approved up to a maximum of .12% of the funded value.

June 26, 2015

**BOARD OF GOVERNORS
Monday, April 27, 2015
Jorgenson Hall – JOR 1410
380 Victoria Street
5:00 p.m. to 7:00 p.m.**

Minutes of a meeting of the Board of Governors of Ryerson University held on Monday, April 27, 2015 at 5:00 p.m. in Jorgenson Hall, JOR-1410.

ATTENDANCE:

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

Regrets: M. Al Zaibak, L. Amleh, H. Rosen,

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. Winton, Vice President Administration & Finance and Chief Financial Officer
A. Kahan, Vice President University Advancement
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. Zolfaghari, 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. Root, Vice President Education
R. Hoilett, President, Ryerson Student Union

- 1. IN-CAMERA DISCUSSION (Board Members Only)**
- 2. IN-CAMERA DISCUSSION (Senior Management Invited)**

END OF IN-CAMERA SESSION

- 3. INTRODUCTION**

3.1 Chair's Remarks

The Chair offered condolences on behalf of the Board to Mohamed Lachemi on the recent death of this father.

The Chair encouraged Board members to attend the upcoming June convocation convocations and Honorary Doctorate Dinners and informed them that the annual June Board Dinner would be postponed until the fall because of Ramadan.

The Chair congratulated Julia Shin Doi for recently receiving the 2015 Ontario Bar Association Linda Adlam Manning Award for Volunteerism; thanked Tyler Webb for providing complimentary tickets to Ryerson University Film Festival; and spoke of the Board invitation to the 25 Year Club Reception and Awards Ceremony.

The Chair noted that the Vice President Education of the Ryerson Students' Union, Jesse Root would speak to the Board about the RSU' Alternative Budget.

3.2 Approval of the April 27, 2015 Agenda

The agenda was approved as presented.

4. PRESIDENT'S REPORT

The President gave background information on the Helen Keller Award which Ryerson recently received.

The President spoke of a small addendum to the budget which would reflect most recent information from the provincial budget.

The President spoke of Canada's Best Diversity Employers Award received by the University in 2015. The leadership of the Office of Equity, Diversity and Inclusion (EDI) was especially noted and its commitment to diversity and inclusion.

REPORT FROM THE CHAIR OF THE FINANCE COMMITTEE

Mitch Frazer reported that the Finance Committee considered the 2015-16 budget on April 16, 2015. At a previous Finance Committee meeting in February they reviewed the environmental scan and met as a Committee in March to discuss tuition fees. All this was done in advance of considering the budget.

In March, the Chair reported that the Finance Committee heard from the Ryerson Student Union on their alternative budget and at that meeting heard the administration's response to the alternative budget.

Mr. Frazer said that there were a several points the Finance Committee wanted the Board to consider going into the budget discussions:

- The Ontario university system has begun a formula funding review which will impact all universities- some positively some negatively. Also the funding universities have received for growth over the last decade is soon to end with a declining enrollment in the system

- These funding and enrolment issues have been taken into account by the Administration and as a result they have presented a balanced budget that has a solid foundation. This is a budget that is cautious and does not make forward-looking assumptions to solve today's problems.
- The RSU's alternative budget asks the Finance Committee to recommend a freeze on fees. The cost to do so has long term implications and would be unwise to consider in light of the changes to the funding system. No university in the system is taking this approach and Ryerson happens to be one of the lowest funded universities.
- At the same time the University's management is making recommendations to freeze PhD fees and lower other Master fees as well as add \$1.8 million to bursaries.

With this as background the Mitch Frazer reported that the Finance Committee is recommending management's strong, balanced budget to the Board.

Mitch Frazer reported that during the upcoming presentation the President would provide an overview of the budget and the Provost will describe the budget process. The Deputy Provost will walk us through some of the details of the budget and the VP Administration will then show the impact on the University's financial statements.

4.1 Ryerson Student Union – Alternative Budget

Jesse Root, Vice President Education of the Ryerson Student Union presented RSU's rationale for the alternative budget which makes university education more accessible and will ensure a high quality education while allowing for long-term planning and student need.

Several students read excerpts from a petition circulated on behalf of the Ryerson Student Union.

The President of RSU, Rejean Hoilett and other students spoke of his background and the impact of debt on his and other families.

Mohamed Lachemi clarified some of the comments made during Mr. Root's presentation and in particular the comparative data on schools. The Provost added that the University's budget continues to put students first and will continue to work with student on their financial issues.

Jesse Root added that student stories should not be ignored when considering a decision on the budget.

4.2 Budget Priorities and Expenditures 2015-16 Operating Budget and Consolidated Budget

The President provided a brief context for the budget and spoke briefly of the impact of the April 23, 2015 provincial budget on the university's budget. The President said that the budget is conservative because universities are going into a period of formula revision and demographic decline and many variables cannot be predicted

The President spoke of the budget's response to student need. Heather Lane Vetere spoke of the deployment of assistance to students and who the funding affects and the rules of Ontario Student

Assistance Programme.

Board members wanted clarification on the increase in revenue; the fees collected on behalf of students and the growth for new programmes.

Mohamed Lachemi spoke of the timeline of consultations and the budget development process.

Paul Stenton reported that the budget promotes the University's four strategic priorities He spoke of the various elements that influence the budget such as enrolment, revenue, programs, zone learning, research funding, new partnerships and the academic plan.

Paul Stenton added that the budget covers inflationary costs and salary costs and requires an overall average tuition fees increase by 3% in 2015-16. The budget contemplates a 2.5% across-the-board base budget reduction, of which 1% is reallocated as base strategic budget allocations, and \$30.7 million in one-time-only strategic allocation expenditures.

Janice Winton spoke to the operating and consolidated budget and fee schedules.

It was moved, seconded and carried:

BE IT AND IT IS HEREBY RESOLVED:

THAT the 2015-16 Tuition Fees (both Domestic and International); Non tuition-Related Fees; Departmental Lab/Ancillary Fees; Service Fees; Residence Fees and Food Plans be approved as presented.

Michelle Dionne asked for more clarification on graduate fees and competitor universities' fees. Ms. Dionne requested that there be more discretionary spending on graduate students.

The Provost responded that the Administration had allocated an additional \$1.35 million for support of graduate programs.

Darius Sookram spoke to the student's personal narratives and spoke of the experience of being a student and the equality of the budget.

Nadir Mohamed asked about the possibility of providing relief to students financially. The President responded that the government controls this through OSAP

Nadir Mohamed said that privately funded bursaries could be an avenue to assist students.

Janice Fukakusa recommended that the University examine how students receive financial assistance and Nadir Mohamed added that the University should explore ways to increase financial accessibility within the University system.

Bob Richard moved a friendly amendment to the resolution

It was moved, seconded and carried:

BE IT AND IT IS HEREBY RESOLVED:

THAT the 2015-16 Budget be approved as presented and;

THAT as per the Ryerson Student Union's Alternative Budget recommendation No. 4 all future Schedule One – Operating budget presentations include an additional year of budget and actuals.

5. REPORT FROM THE CHAIR OF THE EMPLOYEE RELATIONS AND PENSION COMMITTEE

Mitch Frazer reported that the Employee Relations and Pension Committee met on April 16, 2015. At that meeting Karen Burnett from Towers Watson had presented an overview of the assumptions for the January 1, 2015 valuations. Mr. Frazer reported that the President would speak briefly to the assumptions and Christina Sass-Kortsak would be available to answer any questions Board members may have about the assumptions.

Mr. Frazer reported that at the April 16, 2015 meeting the 2014 Environmental Health and Safety Report was presented; a recommendation for the RRPP annual expense budget was approved and an update on RRPP activities was discussed. The Environmental Health and Safety report and the RRPP expense recommendation will be brought to the June Board meeting.

5.1 Proposed Assumption Changes for 2015, Plan Valuation & Funded Status Projections

The President spoke to the proposed assumption changes and reported that Tower Watson recommended that updates be made to the mortality tables to reflect the pension size adjustments. The President said the pension plan, subject to market influences still remains solvent.

6. CONSENT AGENDA

10.1. Approval of the March 30, 2015 Minutes

The minutes were approved as presented.

Janice Fukakusa thanked the students for respecting the process.

7. TERMINATION

BOARD OF GOVERNORS MEETING
June 26, 2015

AGENDA ITEM: 2014 Environmental Health and Safety Report

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: Information, review and acceptance

SUMMARY: While the EHS related risk profiles have expanded over the past few years, reflecting growth in research activity, experiential learning, entrepreneurial opportunities and campus infrastructure, they have been matched by EHS initiatives which are adaptive and robust. These initiatives continue to strengthen our capacity and capability to meet the rigor of changing conditions and organizational behaviors which affect our scope and degree of risk.

This past year, many indicators demonstrated a strong risk management culture, which has advanced new EHS programs and initiatives, to enable intelligent risk taking in support of innovation, creativity and organizational growth. In particular, this year marked strong development in a leveraged capacity for integrated risk management, resulting in new collaborations, integrated solutions and knowledge fusion for informed decision making regarding risks, threats and opportunities. Academic physical infrastructure risk management was identified as a key priority for 2015.

The 2014 performance indicator highlights, the main focus of this year's Report, include maintaining an extremely low number and severity of injuries which has earned Ryerson a total premium rebate of over \$1M over the past several years, sustaining our position as a sector leader in accident prevention and increasing community engagement in smart risk taking actions. The Ryerson community should take great pride in all the efforts they have taken to achieve this outstanding profile.

BACKGROUND: In accordance with the Ontario Occupational Health and Safety Act, the Board of Governors approved the University EHS Management System Policy in 1991. This policy and supporting programs and expertise establishes the means by which Ryerson will achieve regulatory compliance and demonstrate due diligence, in response to an expanding University mandate.

COMMUNICATIONS STRATEGY: N/A

PREPARED BY:

Name: Julia Lewis, Director, Department of integrated Risk Management
Date: March 27, 2015

APPROVED BY:

Name: Janice Winton, VP Administration & Finance and Chief Financial Officer
Date: March 27, 2015

2014 Environmental Health and Safety **Annual Report** to the Board of Governors

Advancing **Integrated Risk Management** and **Smart Risk-Taking**



Board Due Diligence

Each board member should be satisfied that:

1. systems are in place to ensure the capacity and viability of the internal responsibility system¹,
2. the risk management system and supporting programs are comprehensive, adaptable and adequately resourced;
3. due diligence is demonstrated through vigilant audit and documentation; and
4. system performance is benchmarked against similar institutions.

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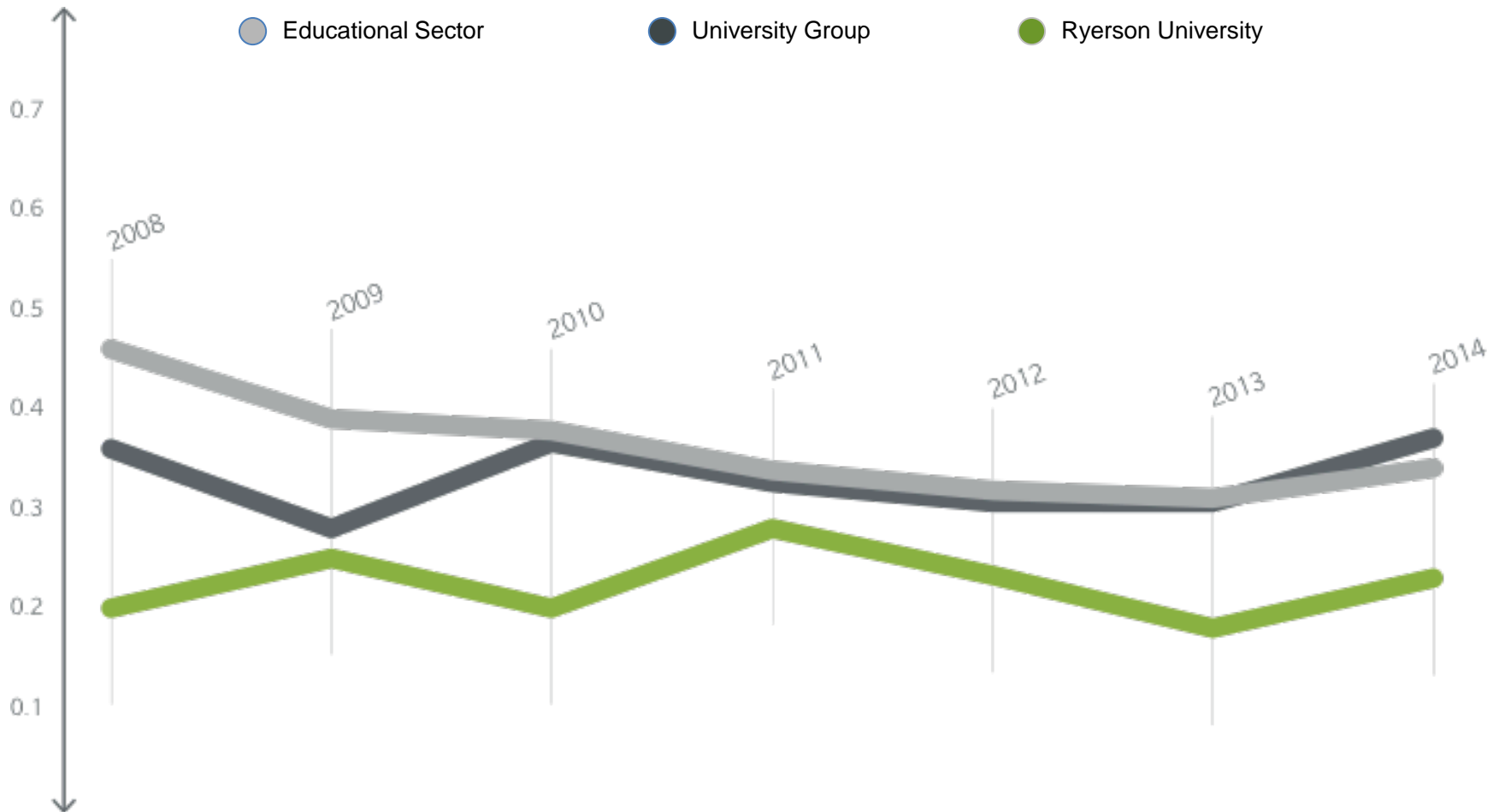
Trends // p.9



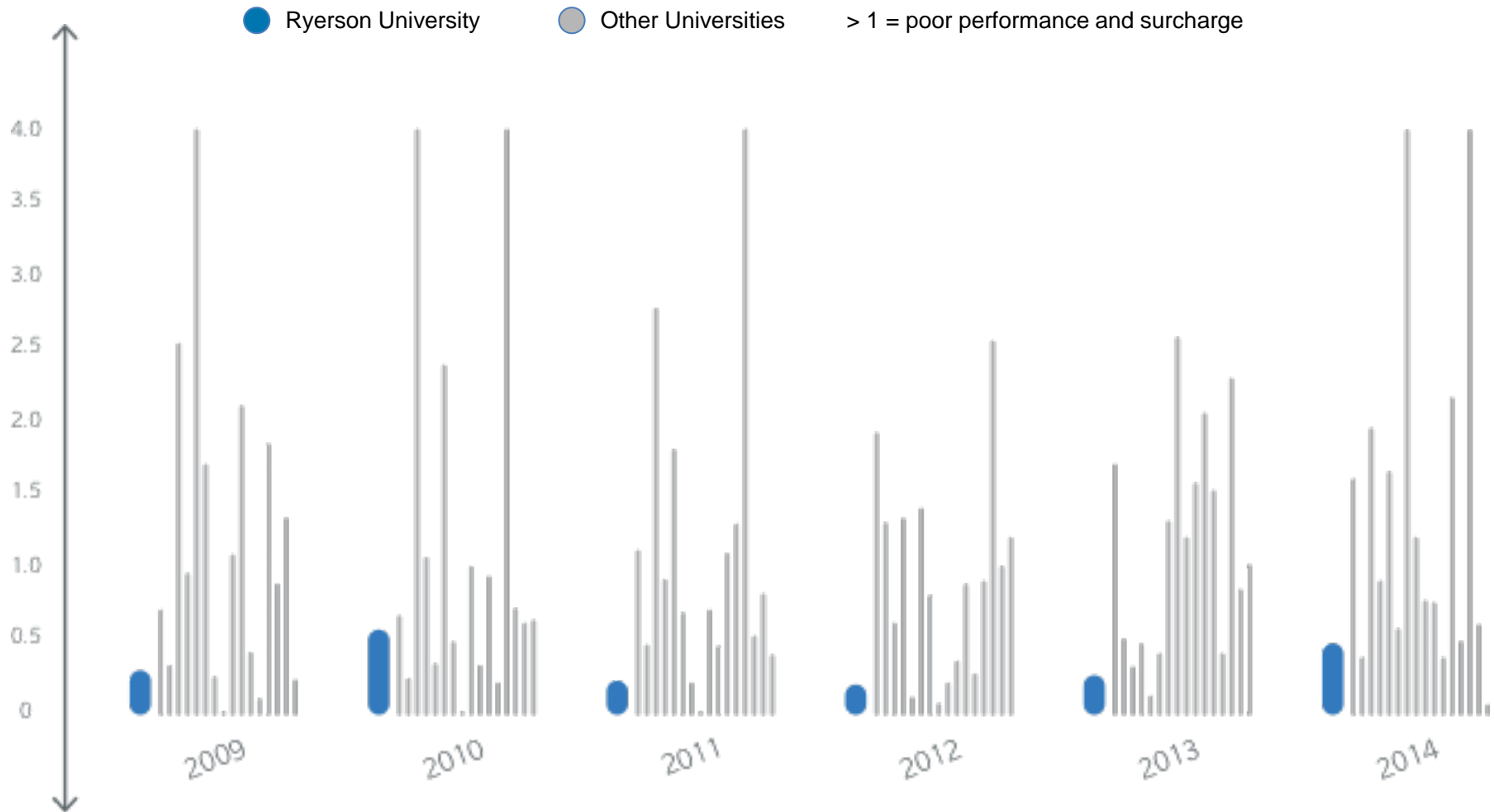
The overall performance of our Environmental Health and Safety (EHS) strategy is ultimately measured by a positive regulatory profile and influence, accident and incident rates trending toward zero and a fully engaged community culture of smart risk-taking.

Trends in Sector Performance

LTI Claims Frequency Rates (# of claims/100 FTE workers) from 2008-2014



Overall Performance Index of each Ontario University



2014 Environmental Health and Safety **Annual Report** to the Board of Governors

Advancing **Integrated Risk Management**
and **Smart Risk-Taking**



Advancing Our Strategy

The Ryerson environmental health and safety (EHS) strategy continues to be bold and transformative, successfully positioning due diligence as “smart-risk-taking” in motivating barrier-free research, innovation and exceptional learning experiences.

With smart risk-taking embedded within the broader Integrated Risk Management (IRM) department strategic plans, the notable environmental health and safety achievements in 2014 demonstrate Ryerson’s enhanced capacity to manage operational, liability, research, entrepreneurial, reputation, public safety and security risks through “integrated risk management thinking” in planning and decision making across the University.

We do this in support of collaborative solutions, relevant and adaptive infrastructure, business continuity and knowledge-based risk-taking. Reflecting a new department name in 2014,

IRM has advanced partnerships, systems and programs to further integrate strategic, collaborative and smart risk efforts. This diversity of integration brings to light smart opportunities, as we collectively leverage risk-taking in support of innovation, globalization, reputation and growth.

The Ryerson community should take pride in the many actions they have engaged in to achieve our outstanding health and safety performance. This level of performance continues to rank Ryerson as one of the best in the Ontario university sector. Demonstrated as successful, our strategic approach to environmental health and safety will continue to drive intelligent risk-taking in support of the University’s mission, academic priorities and emerging opportunities.

Strategic

- University Business Continuity Management Strategy Launched
- Influenced Pivotal Regulatory Landscape
- Introduced IRM as Function and Brand

Collaborative

- Established Academic Physical Infrastructure Risk Management Plan with FOS and FEAS
- Engaged Students on New Policy Development
- Initiated Constructor/Contractor Liability Modeling Development Across the University

Smart

- Advanced Knowledge Fusion Capability
- Developed Communications and Community Engagement Plan
- Launched “Zone” Risk Management

In 2014 IRM has advanced partnerships, systems and programs to further integrate strategic, collaborative and smart risk efforts.

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The overall performance of our Environmental Health and Safety (EHS) strategy is ultimately measured by a positive regulatory profile and influence, accident and incident rates trending toward zero and a fully engaged community culture of smart risk-taking.

Our Performance

With a goal of zero accidents we want to maintain Ryerson's position as an Ontario university sector leader in integrated risk management and best lost time injury (LTI) performance.

2014 Highlights

The overall performance of our EHS strategy is ultimately measured by three critical success factors: a positive regulatory profile and influence, accident and incident rates trending toward our goal of zero, and a fully engaged community culture of smart risk-taking.

The 2014 indicators of success within these three factors signal confidence in the effectiveness of our health and safety actions.



Ryerson has sustained its position as a sector leader in health and safety performance outcomes for over a decade

Regulatory Activity



- **NO** Ministry of Labour (MOL) fines or orders
- **NO** refusal to work situations
- **NO** critical injuries to report to regulatory bodies
- **NO** Ministry of the Environment (MOE) inspections/visits



Implemented innovative technologies for ease of stakeholder due diligence



Made regulatory consultation submissions on a diversity of proposed provisions, including the scope of employer due diligence, substantially expanded under a revised definition of "worker" under the Ontario OHS Act.



Renewed and received federal approval for our Comprehensive Radioisotope License to permit a broader scope of research activity and expanded biosafety and laser safety measures

Accident and Incident Profile

<0.1%
accident rate

Overall community accident rate with a total of 52 reported accidents (sustained rate decline over a decade)

33%

lower lost time injury rate than group average

At 0.23 (12 lost time injuries), Ryerson is well below the lost time injury group rate average of 0.34

8.03

average number of days lost/FTE hours

Although increased from 2013 due to the occurrence of a single high lost time claim, it is well below the university group rate average of 20.7

\$104K projected premium rebate

Performance index of 0.47 resulting in a projected WSIB premium rebate of 10% (\$104,000)



NO emergencies requiring activation of University Chief Emergency Response Team

Engagement



90% of Faculty departments/schools completed EHS performance indicator reviews



85% of the entire campus underwent workplace inspections by the internal responsibility system

626

Number of risk assessments conducted by faculty, staff and students

4K+

Over **4,000** community members completed EHS-related training

426K

hits to the IRM website home page in 2014



Consistent Joint Health and Safety Committee consensus on all matters



Public Services Health & Safety Association
A Health & Safety Ontario Partner

Assistant Director Risk Management and Prevention of IRM provincial appointee to PSHSA Board



Developed the **University Business Continuity Management Strategy** and development plan



FOS, FEAS and IRM collaborated on the development of an academic physical infrastructure risk management plan and organizational structure

Workplace Safety and Insurance Board (WSIB) Injury Claims Profile







Although the number of lost time injury claims increased from last year, Ryerson's rates of lost time and non-lost time injury claims were the lowest of all 16 Ontario universities reporting such data. Despite the rise in severity rate due to the occurrence of a claim with 26 lost time days, our rate of 8.03 (defined as YTD Days lost/FTE x100) is substantially lower than the average rate of 20.7 for all Ontario universities.

The two most severe lost time injury claims (26 + 12 lost days respectively), representing 80% of total costs of all 2014 LTI claims, involved a struck by injury from unsafe materials handling and a slip and fall at ground level from no known hazard. The remaining claims were associated with strains from slip/trip and falls at ground level due to icy conditions and general office hazards.

Notwithstanding the personal impact of injuries, the profile and cost of the 12 lost time injuries in 2014 indicate the value of prevention and early return to work efforts. In acknowledging the degree of success in prevention within a particular organization, the WSIB grants rebates or imposes surcharges on total premium costs paid based on the injury claims performance index (PI). This index is a cost ratio of the actual severity and frequency costs of all LTI claims compared to what would be expected of similar institutions. A PI of less than 1.0 represents good performance.

Ryerson has sustained a PI under 1.0 for over two decades.

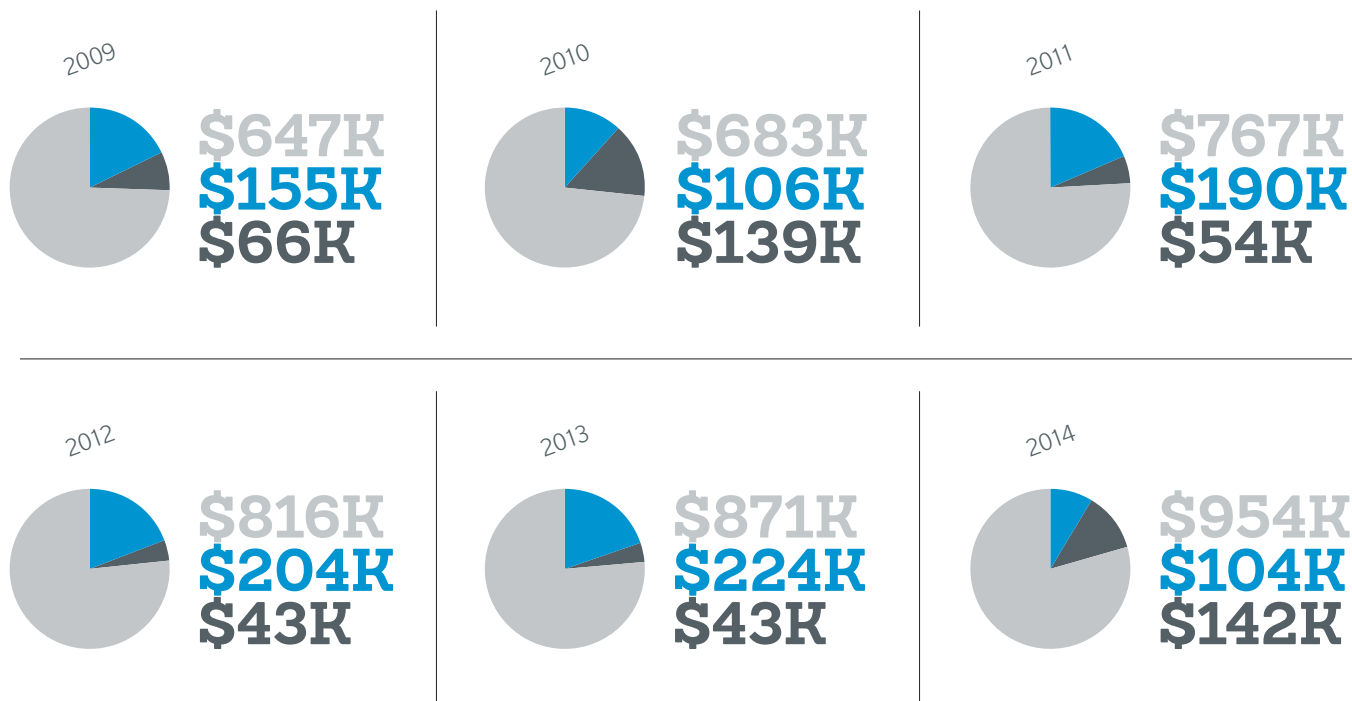
Table 1 Key WSIB claim indicator changes to note in 2014

	2013	2014	Change
Critical injuries ¹	0	0	
Days lost to injury claims	90	77	
LTI incidents	9	12	
Severity Rate	6.73	8.03	
Total Costs of LTI's (\$K)	60	142	
Performance Index (PI)	0.21	0.47	

¹ Critical Injury: An injury of a serious nature that places life in jeopardy; produces unconsciousness; results in substantial loss of blood; involves the fracture of an arm or leg, but not a finger or toe; involves the amputation of a leg, arm, hand or foot, but not a finger or toe; consists of burns to a major portion of the body or a major loss of sight in an eye.

Figure 1 Ryerson's WSIB Costs 2009-2014

● Premiums ● Rebate ● Surcharge ● WSIB (NEER) Costs



NEER costs for 2014 were higher than each of the past five years as a result of one prolonged injury claim which represented over 50% of the total NEER costs of all 12 claims. This signals the vulnerability in cost impact of experiencing a single injury event. While we expected an overall premium rebate of \$104,000, surcharges can run as high as \$250,000 in any one year.

Ryerson has earned close to \$2,000,000 in premium rebates over the past decade for sustained excellence in prevention.

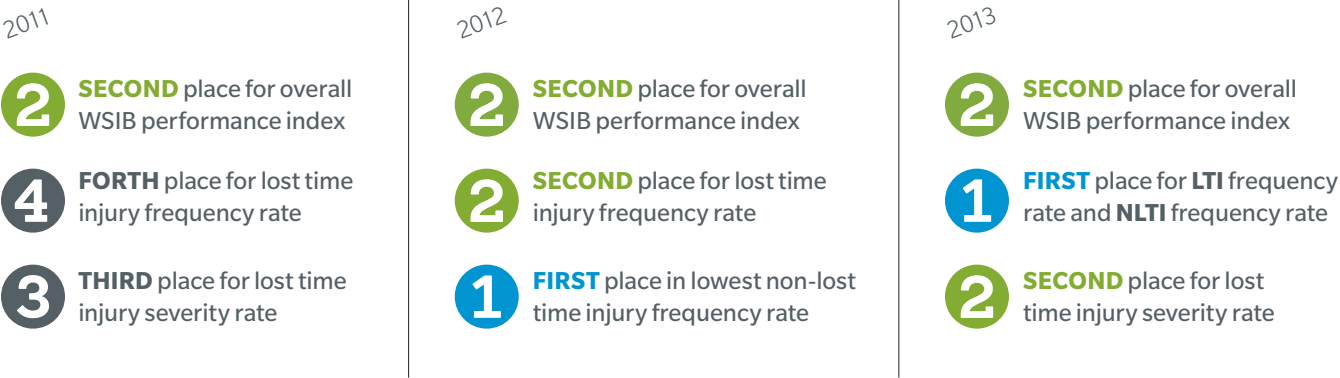
We have never been in a premium surcharge penalty position.

Report Card on Leadership

Comparing our health and safety performance against sector institutions is an important aspect of due diligence.

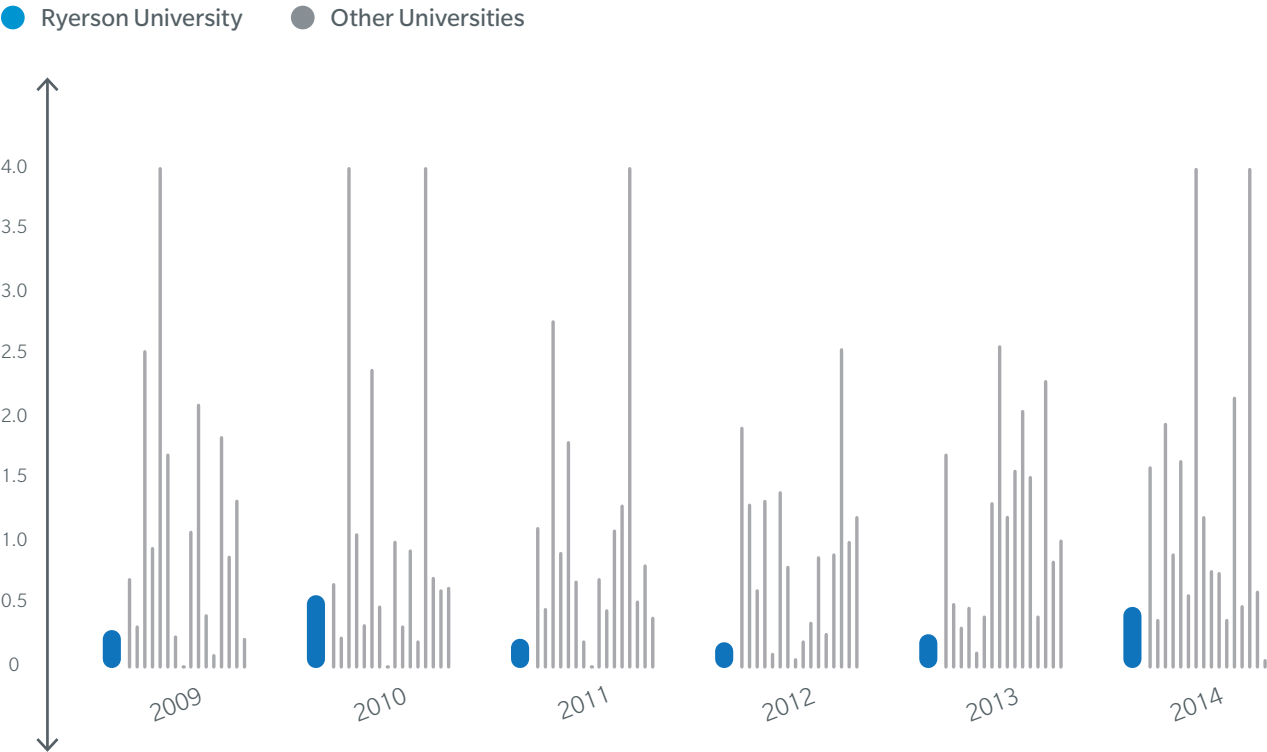
The Council of Ontario Universities (COU) through the Council of Environmental Health and Safety Officers, releases lost time injury performance comparison reports of 18 participating Ontario universities.

Ryerson held the following impressive standings:



Sustained University Sector Leadership

Figure 2 Overall Performance Index of Each Ontario University



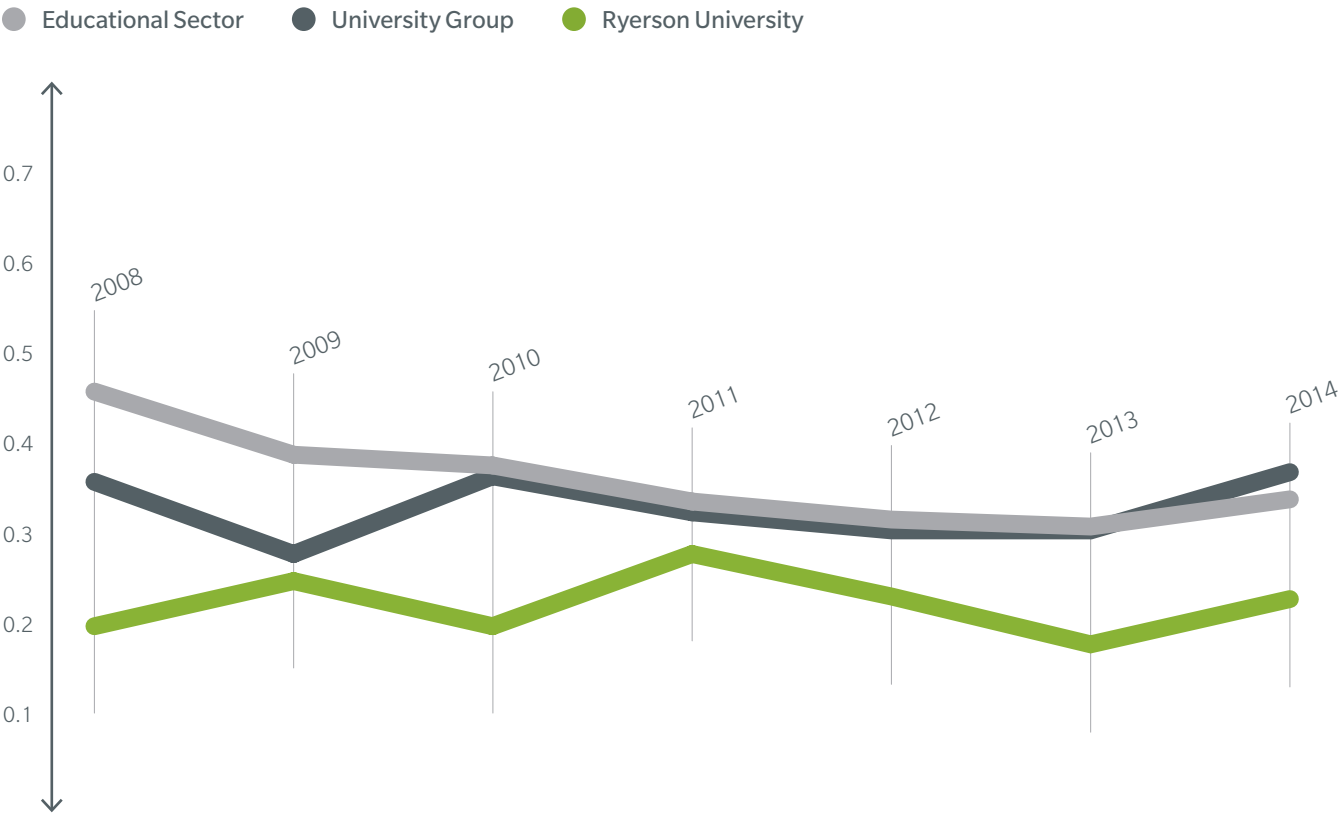
For over a decade, Ryerson has been a sector leader in LTI prevention. We continued an impressive trend of achieving one of the lowest performance index (PI) ratios within the university sector over the longest period of time

Trends

The effectiveness of Ryerson’s risk management actions is measured, in part, by our university’s LTI claims frequency rate (# of LTI claims/100 full-time equivalent [FTE] workers). Our 2014 rate of 0.23 increased from 0.18 in 2013 however, this rate was reported as the lowest of the 18 Ontario universities reporting such data. Further, as shown in Figure 3, Ryerson continues to have an LTI frequency rate that is lower than both the education sector and Ontario university group averages.

Historically, the downward trend in LTI frequency illustrates the enhanced performance of our EHS efforts.

Figure 3 WSIB LTI Claims Frequency Rates (# of claims/100 FTE workers) from 2008-2014



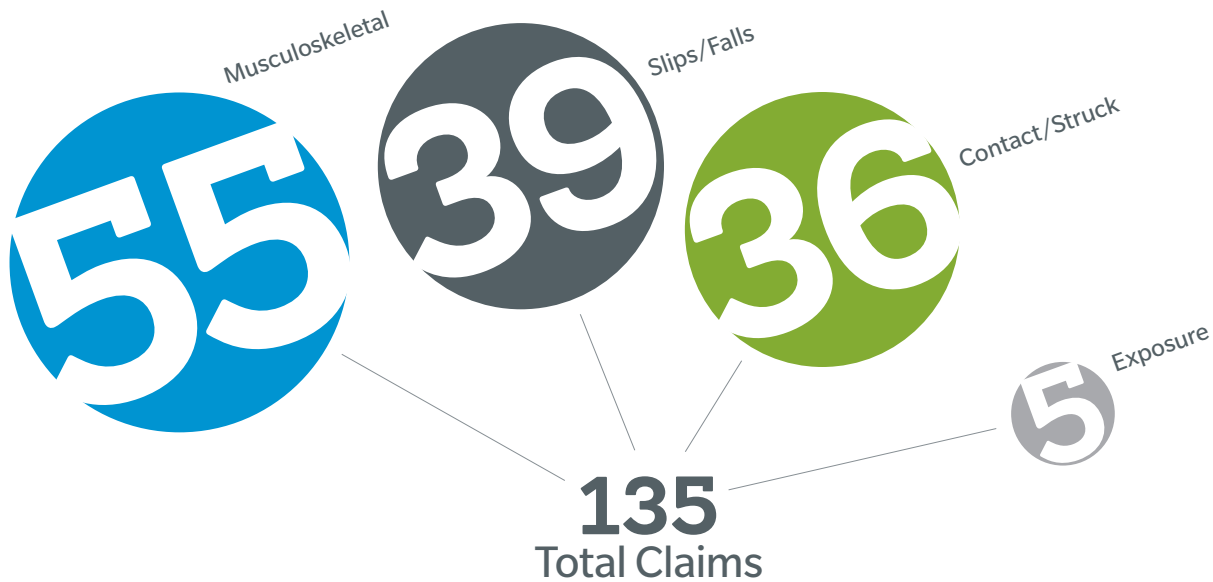
2 The "education sector" comprises universities, colleges, school boards, museums and libraries.
The "university group" comprises all Ontario universities except OCAD University.

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June 26, 2015 - Page 177

As noted in Figure 4, musculoskeletal injuries remain the most common type of injury claim over the past 10 years (consistent with the profile of the Ontario university sector). The majority of claims over this period occurred during material handling by Campus Facilities and Sustainability staff, followed by slips and falls occurring during Food Services-related activities. However we have targeted EHS efforts in these two areas, resulting in fewer injuries.

Of particular note was an increase in discovered hazardous conditions and practices in some areas. An internal review by IRM and key stakeholders identified a need for additional resources and oversight. These are being implemented in 2015.

Figure 4 Types and Number of LTI Claims from 2005-2014



Our goal is to have zero accidents as well as a robust ecosystem of broad and smart risk-taking which supports the university's strategic mandate, priorities and entrepreneurial aspirations.

While our LTI claims profile and overall performance success factors continue to demonstrate effective health and safety efforts annually, we believe that our strengthening culture of smart risk-taking will sustain our reputation as a leader in innovative and effective health and safety strategy within the university sector. Ryerson continues to be resilient in its approach to due diligence as we embrace and adapt to new risks and opportunities.

Department of Integrated Risk Management Staff

Keith Christie, PCI

Manager, Investigations and Crime Prevention

Catherine Drum, BASc (OHS), CRSP, CHSC

Environmental Health & Safety Officer

Loudanski Gumbs

Assistant Manager, Security Systems
CPTED Specialist

Margie Hutchinson

Communications & Liaison Administrator

Terry Johnson

Internal Security Administration Supervisor
Certified Information Systems Security Professional

Imre Juurlink, MA, PCI

Program Director, Violence Risk Management Office
Certificate in Mental Health Law

Julia Lewis, BSc Chemistry, DIH

Director

Valerie Phelan, MSc, CRPA (R)

Radiation/Chemical/Biological Safety Officer

Tanya Poppleton

Manager, Security & Emergency Services
Deputy Emergency Response Officer
Rape Aggression Defense Instructor Trainer

Lawrence Robinson

Associate Director, Risk Strategy
ACI Certified Intelligence Professional - CIP Masters Level
Certificates in Strategic Assessment and Analysis and
Intelligence Analysis

Carrol Scanlan

Insurance Officer

Chris White, PhD, CRM

Assistant Director, Risk Management and Prevention

Professional Memberships

URMIA – University Risk Management & Insurance Association

CATAP – Canadian Association of Threat Assessment Professionals

ASIS International – American Society of Industrial Security

OACUSA – Ontario Association of College and University Security Administrators

OHAO – Occupational Hygiene Association of Ontario

CRPA – Canadian Radiation Protection Association

LIA – Laser Institute of America

CABS – Canadian Association of Biological Safety

CSSE – Canadian Society for Safety Engineers

RIMS – Risk and Insurance Management Society

IACLEA – International Association of Campus Law Enforcement Administrators



For more information on our efforts and
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March 2015 (80556)



BOARD OF GOVERNORS MEETING
June 29, 2015

AGENDA ITEM: Our Time to Lead: Academic Plan 2014/15 – Progress Update to the Board of Governors

STRATEGIC OBJECTIVES

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

ACTION REQUIRED: For information only

SUMMARY:

With approval of Ryerson's new academic plan, *Our Time to Lead*, on June 3, 2014, the stage was set for moving into the integrated planning phase. Faculties, academic schools and departments, and administrative units from across the university began their own planning processes. This has been the primary focus of the past academic year from the planning perspective at the local level. This report gives highlights in the four priority areas.

COMMUNICATIONS STRATEGY: None required

APPROVED BY:

Mohamed Lachemi
June 5, 2015

**Our Time to Lead: Academic Plan 2014/15
Progress Update to the Board of Governors
June 2015**

I. Overview

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

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

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

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

II. Integrated planning

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

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

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

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

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

III. Progress on our priorities

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

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

P1: Enable greater student engagement and success through exceptional experiences

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

P2: Increase SRC excellence, intensity and impact

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

P3: Foster an innovation ecosystem

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

P4: Expand community engagement and city building

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

A reporting matrix

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

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

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

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



BOARD OF GOVERNORS MEETING 26 June 2015

AGENDA ITEM:

National Survey of Student Engagement 2014: 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 National Survey of Student Engagement 2014 and is presented for the information of the Board of Governors.

BACKGROUND:

The National Survey of Student Engagement (NSSE) measures the extent to which students are actively engaged in learning. Most questions in the survey examine a wide range of activities in which students are actually involved rather than emphasizing student satisfaction with services. All Ontario universities began administering NSSE in 2006. The survey is now conducted on a triennial basis across the province.

NSSE results inform decision-making geared to initiating improvement across the University.

COMMUNICATIONS STRATEGY:

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

PREPARED BY:

Paul Stenton, Vice Provost, University Planning
18 June 2015

NATIONAL SURVEY OF STUDENT ENGAGEMENT

2014

HIGHLIGHTS OF RESULTS



PREPARED BY THE UNIVERSITY PLANNING OFFICE

**RYERSON
UNIVERSITY**

INTRODUCTION

The National Survey of Student Engagement (NSSE) measures the extent to which students are actively engaged in learning. The survey was conducted for the fifth time at Ryerson in 2014 and is based on research indicating that active rather than passive learning is more likely to lead to excellent student learning outcomes.¹

Most of the NSSE questionnaire's items, numbering more than one hundred, examine a wide range of activities in which students are actually involved rather than emphasizing student satisfaction with services. Developed during the late 1990s at the Indiana University Center for Postsecondary Research, the survey has since been adapted for Canadian use. In 2014, 692 institutions across North America participated in NSSE, including 70 Canadian and 622 American institutions. All Ontario universities began administering NSSE in 2006. The survey is now conducted on a triennial basis across the province.

In 2014, 7,080 first-year and 7,874 fourth-year Ryerson students were contacted by email and asked to complete the survey online. The total sample of 3,635 students yields a response rate of 24.3 percent. The response rate was slightly higher for fourth-year students (25 percent) than for those in first year (23 percent). The sample size and response rate contribute to a reasonable estimate of statistical error.²

NSSE results inform decision-making geared to initiating improvement across the University. This includes use of the NSSE data as indicators to monitor progress in achieving academic objectives, and as a source of information while making resource allocation decisions.

This report provides an overview of Ryerson's NSSE results for 2014. It is organized into four major sections: First, it examines performance on "engagement indicators" that have been created by the Indiana University Center for Postsecondary Research. It then presents a set of core questions that are of particular relevance to Ryerson. Next, the report provides results for the individual survey questions from which the engagement indicators were constructed, as well as for other related items. The final section focuses on student characteristics such as employment, parental education and commuting time to campus.

ENGAGEMENT INDICATORS

The Indiana Center attempts to summarize the large amount of information found within the survey's questions by creating ten engagement indicators to cover four major themes. These were developed with the use of a statistical technique known as principal components analysis to group the survey questions in a meaningful way. The indicators can be thought of as subtypes or aspects of student engagement. They include:

¹ Kezar, A. J. (2006) The impact of institutional size on student engagement. *Journal of Student Affairs Research and Practice*, 43(1), 87-114.

² Nineteen times out of twenty, the percentages shown throughout this report are estimated to be accurate to within: 1.4 percentage points for first-year and fourth-year students combined, 2.1 percentage points for first-year students alone, and 1.9 percentage points for fourth-year students alone.

Academic Challenge	Higher Order Learning Reflective and Integrative Learning Learning Strategies Quantitative Reasoning
Learning with Peers	Collaborative Learning Discussions with Diverse Others
Experiences with Faculty	Student-Faculty Interaction Effective Teaching Practices
Campus Environment	Quality of Interactions Supportive Environment

The use of engagement indicators is a new feature of the 2014 results. A composite score for each indicator is calculated by averaging each student's answers to the relevant questions.³ The scores provide a method of summarizing the extent to which students at a particular institution are engaged compared with students elsewhere.

Previous rounds of NSSE summarized performance with the use of five benchmarks: *Level of Academic Challenge*, *Active and Collaborative Learning*, *Student-Faculty Interaction*, *Enriching Educational Experiences*, *Supportive Campus Environment*. While the method of constructing the new engagement indicators is very similar to that used in the creation of the former "benchmarks," they include somewhat different sets of questions, and thus, are not directly comparable. Table 1 provides Ryerson's indicator scores and those of other Ontario universities, and U.S. Peer institutions as selected using Carnegie Classification data.⁴

The 2014 U.S. Peers are those 11 American institutions participating in the survey that award at least 200 Master's degrees annually, have undergraduate enrolment of at least 10,000 full-time equivalent students, and are primarily non-residential (i.e., fewer than 25 percent of students live on campus).

Broadly speaking, Ryerson scores above other Ontario universities as well as its American comparators in the area of Learning with Peers. Ryerson tends to lag behind scores achieved by U.S. peer institutions for other engagement indicators, and is lower than the Ontario average on a number of indicators; these differences are identified by NSSE as statistically significant. For individual questionnaire items, differences of at least 10 points are identified in Figure 1a through Figure 6 in order to identify items where the Ryerson differs from its comparators in a particularly substantial way.

³ Responses for individual questions within the engagement indicators are reported by students using a Likert scale (e.g., strongly disagree, disagree, agree, agree strongly). NSSE converts these to numeric values on a 60-point scale (e.g., Never = 0; Sometimes = 20; Often = 40; Very often = 60), and the rescaled items are averaged. Thus a score of zero means a student responded at the bottom of the scale for every item in the indicator, while a score of 60 indicates responses at the top of the scale on every item.

⁴ The institutions in the 2014 U.S. Peers group for Ryerson University are: California State Polytechnic University-Pomona, California State University-Chico, Eastern Michigan University, Kennesaw State University, Middle Tennessee State University, San Jose State University, Southeastern Louisiana University, University of South Alabama, University of Nebraska at Omaha, University of Texas-Pan American, University of Texas at San Antonio.

Table 1: Comparison of Engagement Indicator scores*

Engagement Indicator	1 st Year			4 th Year		
	Ryerson	Ontario	U.S. Peers	Ryerson	Ontario	U.S. Peers
ACADEMIC CHALLENGE						
Higher Order Learning	36.1	37.1 ▲	38.7 ▲	37.8	38.0	40.7 ▲
Reflective and Integrative Learning	33.9	34.1	35.7 ▲	36.2	36.5	38.2 ▲
Learning Strategies	34.6	35.5 ▲	39.0 ▲	34.4	35.4 ▲	40.1 ▲
Quantitative Reasoning	22.4	25.0 ▲	27.7 ▲	27.2	26.7	30.5 ▲
LEARNING WITH PEERS						
Collaborative Learning	33.9	32.5 ▼	31.6 ▼	34.5	32.4 ▼	34.3
Discussions with Diverse Others	42.0	40.5 ▼	40.8 ▼	44.6	41.5 ▼	42.4 ▼
EXPERIENCES WITH FACULTY						
Student-Faculty Interaction	12.5	13.6 ▲	19.0 ▲	17.6	18.8 ▲	22.9 ▲
Effective Teaching Practices	34.0	35.0 ▲	39.9 ▲	34.1	35.9 ▲	40.4 ▲
CAMPUS ENVIRONMENT						
Quality of Interactions	37.3	38.2 ▲	39.7 ▲	37.7	39.4 ▲	41.8 ▲
Supportive Environment	31.4	32.4 ▲	36.1 ▲	28.3	28.5	32.3 ▲

*Statistically significant differences are shown with the use of an arrow designating whether the comparator group's score is higher ▲ or lower ▼ than Ryerson's score.

CORE QUESTIONS

The NSSE engagement indicators are one way of summarizing Ryerson's performance, however, as composite measures they do not provide direction about specific items or activities on which the University should focus its efforts.

To address this issue, the University Planning Office consulted in Fall 2006 with the NSSE Advisory Committee, the Academic Planning Group of Deans and other senior academic administrators, and the Academic Leadership Team comprised of department Chairs/Directors and other academic leaders. These consultations yielded a set of core questions for which the scores are being monitored over time.

Table 2 outlines the scores achieved on the core questions in the 2008, 2011 and 2014 rounds of NSSE, and how the most recent performance compares with other Ontario universities and U.S. Peers.⁵

⁵ The exact wording of several survey items was changed effective 2014. Table 2 indicates items where the change in wording may make comparisons to results from previous years difficult. These items include:

- Applying facts, theories or methods to practical problems or new situations (emphasis of coursework)
WAS: Applying theories or concepts to practical problems or in new situations
- Providing support to help students succeed academically WAS: Providing the support you need to help you succeed academically
- Quality of interactions with other administrative staff and offices (registrar, financial aid, etc.) excluding student services WAS: Quality of relationships with administrative personnel and offices
- Received prompt and detailed feedback on tests or completed assignments WAS: Received prompt written or oral feedback on your academic performance

Table 2: Core NSSE Questions, Responses in 2008, 2011 and 2014

Question	Measure	Performance in 2014 ¹	First-year			Fourth-year		
			2008	2011	2014	2008	2011	2014
Asked questions or contributed to class discussions in other ways	Often or very often	Ryerson similar to Ontario, but lower than U.S. peers in 1 st and 4 th year	37%	37%	38%	51%	50%	50%
Complete a culminating senior experience (capstone course, thesis, project, comprehensive exam, portfolio etc.)	Plan to do or done	Ryerson higher than Ontario and similar to U.S. peers in 4 th year; similar to Ontario and U.S. in 1 st year	31%	33%	45%	48%	48%	61%
Participating in co-curricular activities (organizations, campus publications, student government, sports, etc.)	% <u>not</u> participating at all in a typical week	Lower participation at Ryerson than Ont in 1 st and 4 th year; lower than U.S. in 1 st year but similar to U.S. in 4 th	65%	59%	58%	61%	60%	52%
Participate in an internship, co-op, field experience, student teaching, or clinical placement	Plan to do or done	Ryerson similar to Ontario and U.S. peers, but higher than Ontario in 4 th year	82%	80%	84%	74%	70%	71%
Applying facts, theories or methods to practical problems or new situations (emphasis of coursework) ²	Quite a bit or very much	Ryerson similar to Ontario and U.S. peers	76%	79%	72%	82%	84%	74%
Providing support to help students succeed academically ²	Quite a bit or very much	Ryerson similar to Ontario, but lower than 4 th year U.S. peers	69%	72%	68%	58%	60%	54%
Quality of interactions with other administrative staff and offices (registrar, financial aid, etc.) excluding student services ²	Scale from 1 (poor) to 7 (excellent)	Ryerson lower than Ontario and U.S. peers	4.4	4.6	4.3	4.1	4.3	4.2
Discussed course topics, ideas, or concepts with a faculty member outside of class	Often or very often	Ryerson similar to Ontario and U.S. peers	19%	17%	18%	23%	23%	24%
Received prompt and detailed feedback on tests or completed assignments ²	Often or very often	Ryerson similar to Ontario and lower than U.S. peers	43%	45%	43%	51%	53%	47%
Item needing improvement in classroom: Quality of course instruction by professors ³	% indicating university needs to address	Ryerson similar to Ontario	30%	33%	31%	39%	35%	35%
Item needing improvement in classroom: Increasing the number or variety of course offerings in your major ³	% indicating university needs to address	Ryerson similar to Ontario	19%	22%	19%	30%	38%	29%
Item needing improvement outside classroom: Library collection ³	% indicating university needs to address	Ryerson similar to Ontario	13%	11%	5%	20%	14%	6%
Item needing improvement outside classroom: Quality or availability of study spaces ^{3,4}	% indicating university needs to address	Ryerson higher than Ontario	35%	44%	52%	38%	44%	57%
How would you evaluate your entire educational experience at this institution?	Good or excellent	Ryerson similar to Ontario and U.S. peers	78%	81%	76%	77%	77%	75%
University's contribution to development of skills in writing clearly and effectively	Quite a bit or very much	Ryerson similar to Ontario and U.S. peers, but lower than U.S. peers in 1 st year	61%	62%	54%	72%	72%	68%

NOTES: 1. Remarks refer to differences of at least 10 percentage points. 2. Change in wording of question effective 2014 may compromise comparison to results from previous years. 3. Item included only in Ontario survey; U.S. comparison not applicable. 4. Survey conducted in 2014, one year before opening of Student Learning Centre

INSIDE THE ENGAGEMENT INDICATORS

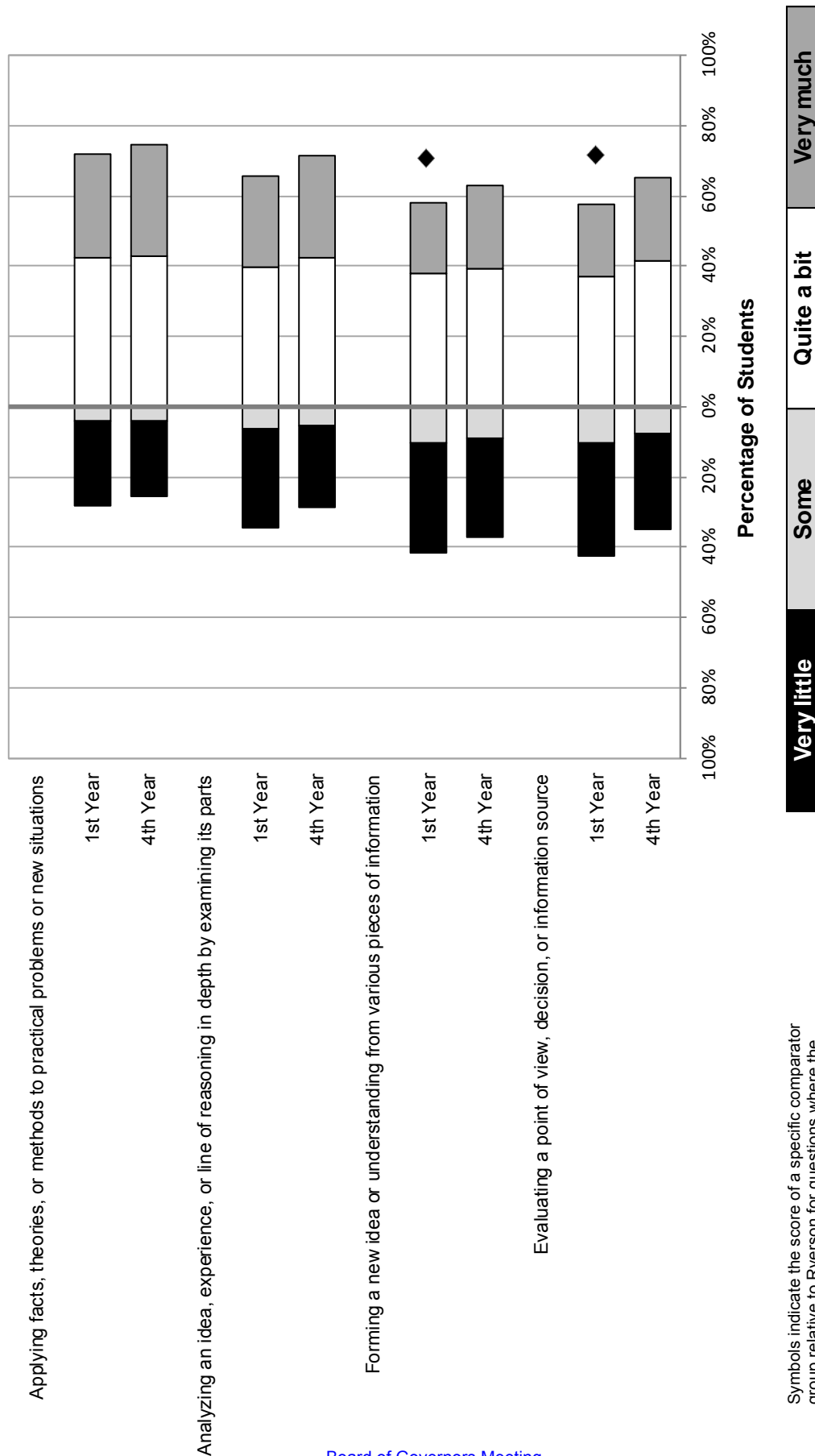
NSSE's engagement indicators are developed by combining responses from a number of related survey questions. This section outlines the specific survey items that are used for each engagement indicator. Where Ryerson respondents differ from Ontario or U.S. comparators by at least 10 points on a given survey item, a notation is made in Figure 1 through Figure 6.

1. Academic Challenge

According to NSSE, challenging intellectual and creative work is central to student learning, and universities should challenge and support students to engage in various forms of deep learning. Four indicators are used to summarize the level of academic challenge that students experience. Results are summarized in Figures 1a through 1d.

- a) ***Higher-Order Learning*** challenges students to analyze, evaluate or apply the material they learn in class in a variety of ways. Seventy-four percent of respondents report that there is “quite a bit” or “very much” emphasis in their coursework on the application of facts, theories or methods to practical problems or new situations. 62 percent report a similar emphasis on evaluating a point of view, decision or information source. Ryerson is similar to other Ontario universities in fourth year but slightly below the Ontario average in first year on the Higher-Order Learning indicator.
- b) ***Reflective and Integrative Learning*** asks students to evaluate their own way of thinking, connect their learning to broader issues, or consolidate information from a variety of sources. Examples include connecting course materials to prior knowledge and experiences (78 percent report doing this often or very often) or combining ideas from different courses when completing assignments (65 percent). A higher proportion of students in fourth year than in first year indicate engaging in these activities. Ryerson is similar to the Ontario average on this indicator at both first and fourth year.
- c) ***Learning Strategies*** are practices that students may undertake to help them understand and retain course material. An example is reviewing notes after class, which is done often or very often by 44 percent of students. Ryerson is lower than the Ontario average on this indicator.
- d) ***Quantitative Reasoning*** challenges students to use numerical information. For example, 43 percent report that, often or very often, they reach conclusions based on their own analysis of numerical information (e.g., numbers, graphs, statistics). About one third report using numerical information often or very often to examine a real-world problem or issue (e.g., unemployment, climate change, public health). A higher proportion of fourth-year students than first-year students indicate that they use numerical information in their courses. Ryerson is below the Ontario average on the Quantitative Reasoning indicator at first-year and similar to the province at fourth year.

Figure 1a: Higher-Order Learning



Symbols indicate the score of a specific comparator group relative to Ryerson for questions where the difference is at least 10 percentage points.

The comparator groups are:

■ Ontario Universities (excluding Ryerson)

◆ U.S. Peer Universities

Figure 1b: Reflective and Integrative Learning

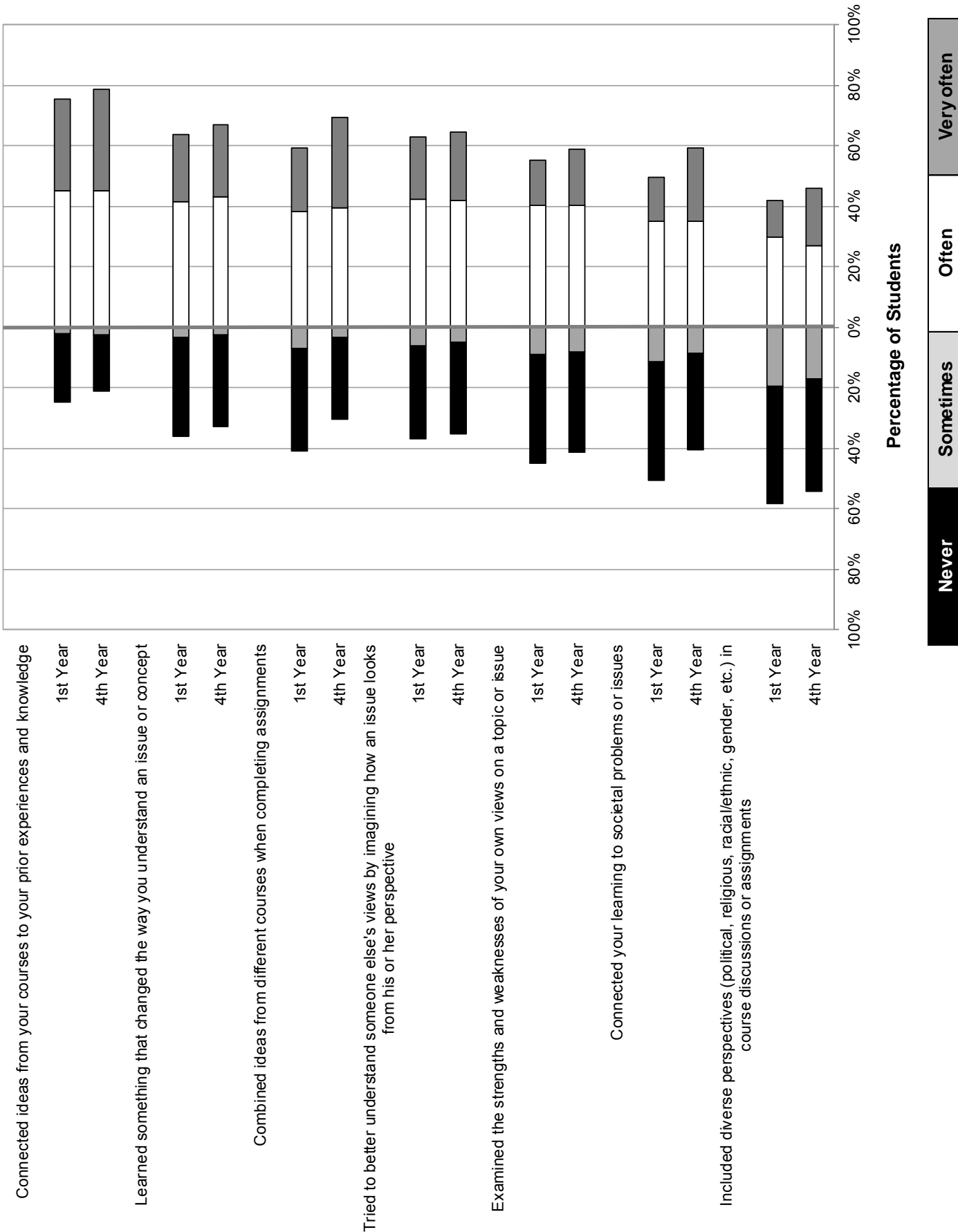


Figure 1c: Learning Strategies

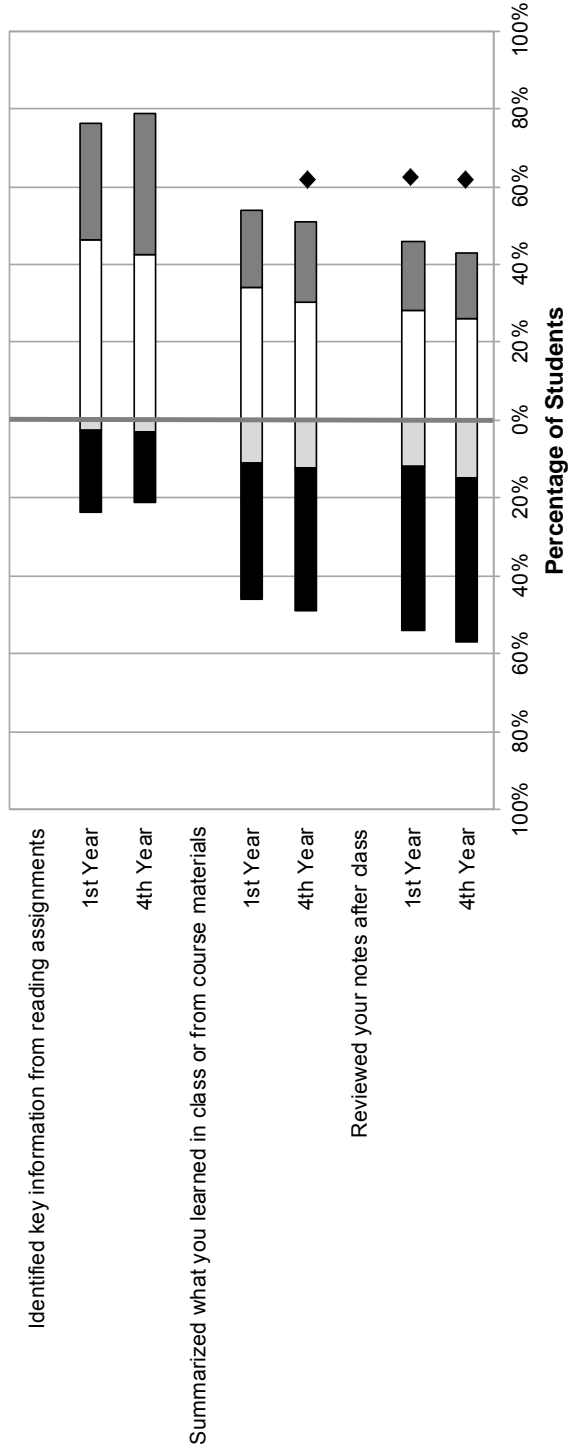
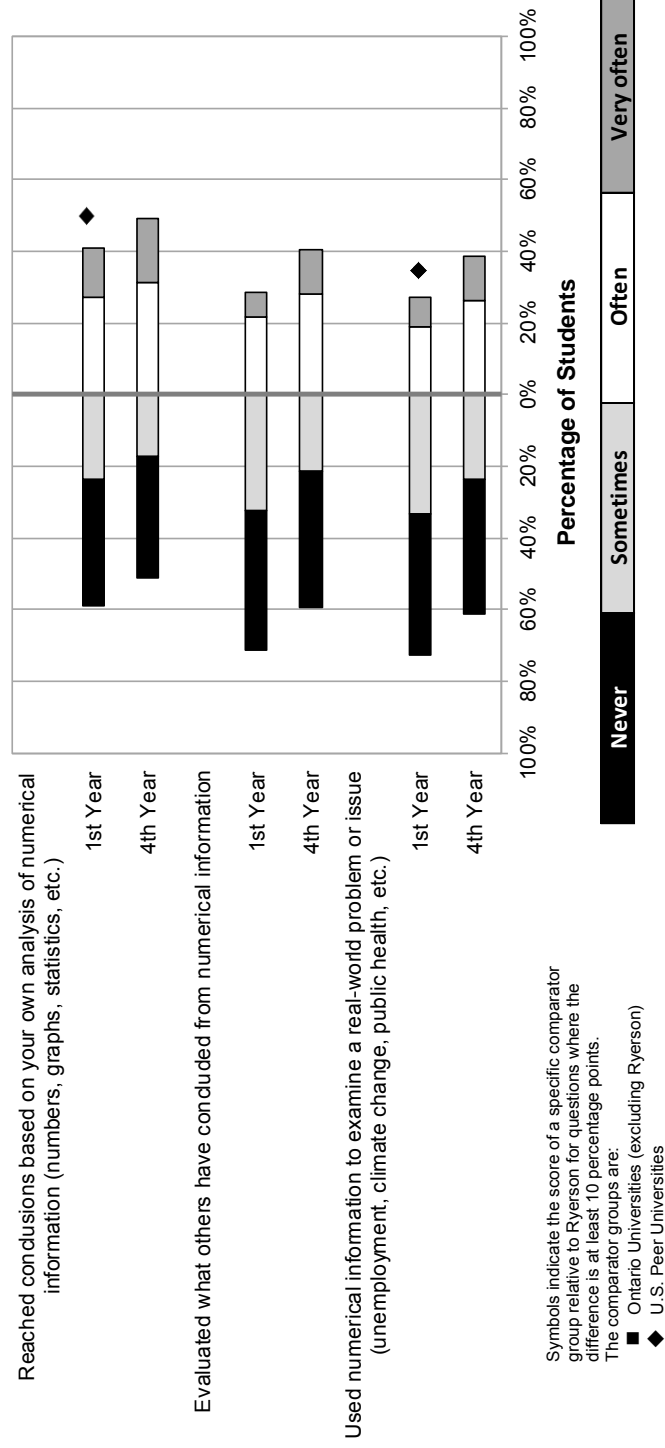


Figure 1d: Quantitative Reasoning



Symbols indicate the score of a specific comparator group relative to Ryerson for questions where the difference is at least 10 percentage points.
The comparator groups are:
■ Ontario Universities (excluding Ryerson)
◆ U.S. Peer Universities

2. Learning with Peers

One of the premises on which NSSE is based is that “collaborating with others in solving problems or mastering difficult material prepares students for the messy, unscripted problems they will encounter daily during and after college.”⁶ Figures 2a and 2b summarize two engagement indicators relating to respondents’ interactions with other students.

- a) ***Collaborative Learning*** occurs when students’ academic work involves others. The most common form of active and collaborative learning reported is working with other students on course projects or assignments. Sixty-one percent of first-year students and 74 percent of fourth-year students report doing this often or very often. Half of students at both years one and four report preparing for exams by going over course materials with other students. Ryerson scores higher than the Ontario average at both first- and fourth-year on the Collaborative Learning indicator.
- b) ***Discussions with Diverse Others*** occur more frequently among Ryerson respondents than the Ontario average. Students are asked about the frequency with which they have discussions with people who differ from themselves in terms of race or ethnicity, economic background, religious beliefs, or political views. Eighty-three percent of Ryerson respondents report engaging in discussions with people of a different race or ethnicity often or very often. Students appear to be least likely to have discussions with people who hold different political views from their own; 67 percent report engaging in discussions with such people often or very often.

3. Experiences with Faculty

Engagement indicators in this area are developed on the premise that one of the best ways for students to learn how “experts” think about and solve problems is through interactions with faculty members. Two indicators, student-faculty interaction and effective teaching practices, measure Ryerson’s success in this area and are summarized in Figures 3a and 3b.

- a) ***Student-Faculty Interaction*** includes four survey questions evaluating the frequency with which students engage directly with faculty. Not surprisingly, fourth-year students are more likely than first-year students to report engaging with faculty often or very often. About a quarter of fourth-year students report talking about career plans with a faculty member (compared to 16 percent of first-year students). A quarter of fourth-year students also report discussing course topics with a faculty member outside of class often or very often (compared to 18 percent at first year). Ryerson scores lower on this indicator than the Ontario average at both first and fourth year.
- b) ***Effective Teaching Practices*** is measured by asking students to report on the feedback they receive from faculty and selected aspects of teaching. Seventy-two percent of respondents, for example, report that instructors clearly explain course goals and requirements, and 69 percent believe instructors use examples or illustrations to explain difficult points “quite a bit” or “very much.” Forty-five percent indicate that, quite a bit or very much, instructors provide prompt and detailed feedback on tests or completed assignments. Ryerson scores lower on this indicator than the Ontario average at both first and fourth year.

⁶ Indiana University Center for Postsecondary Research, “Ryerson University Benchmark Comparisons”, Bloomington, IN: Indiana University Center for Postsecondary Research, 2006, p. 4.

Figure 2a: Collaborative Learning

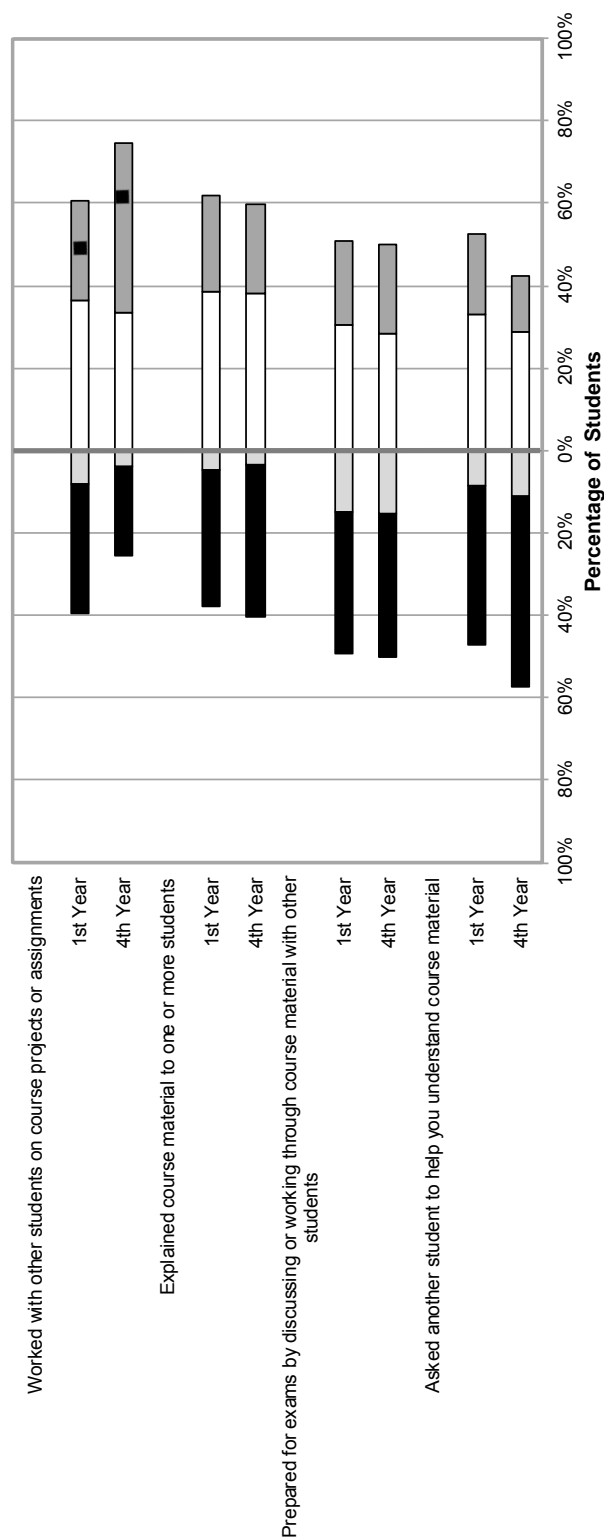
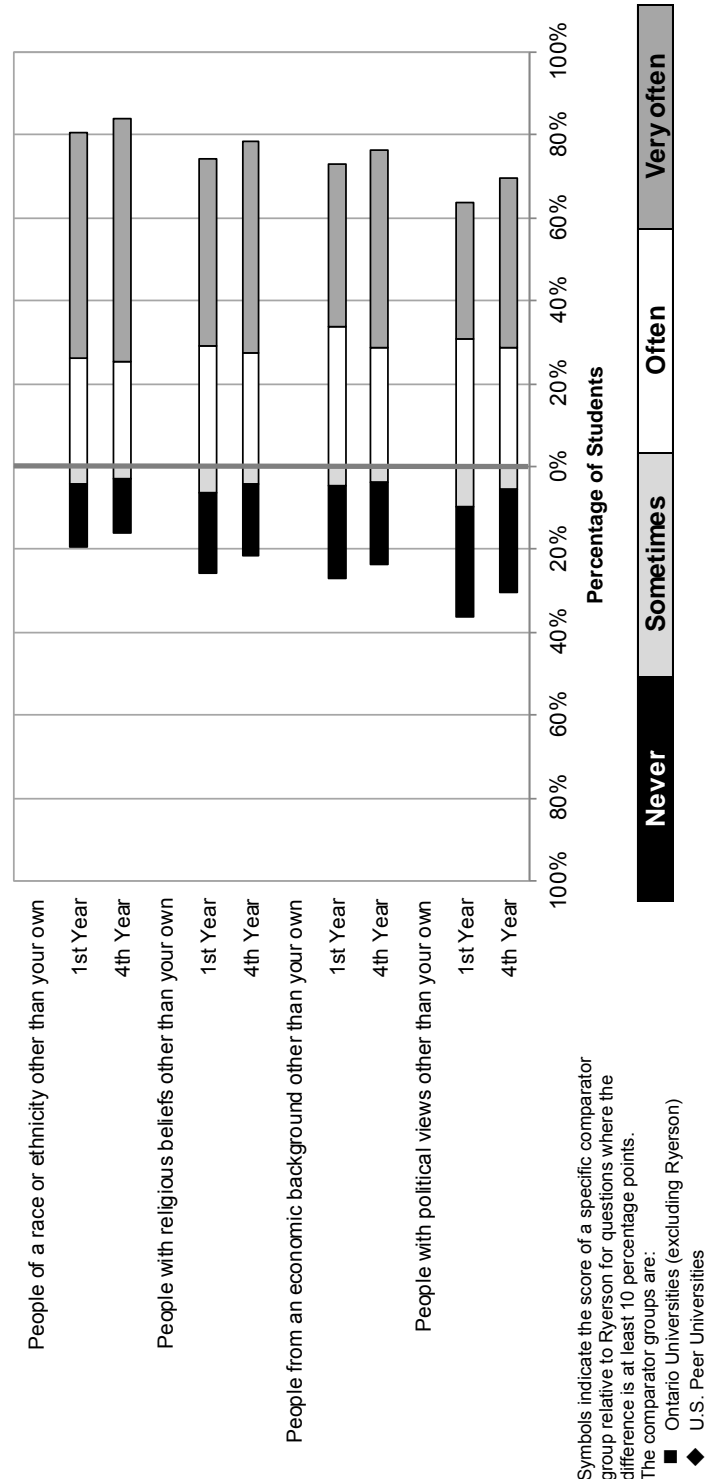
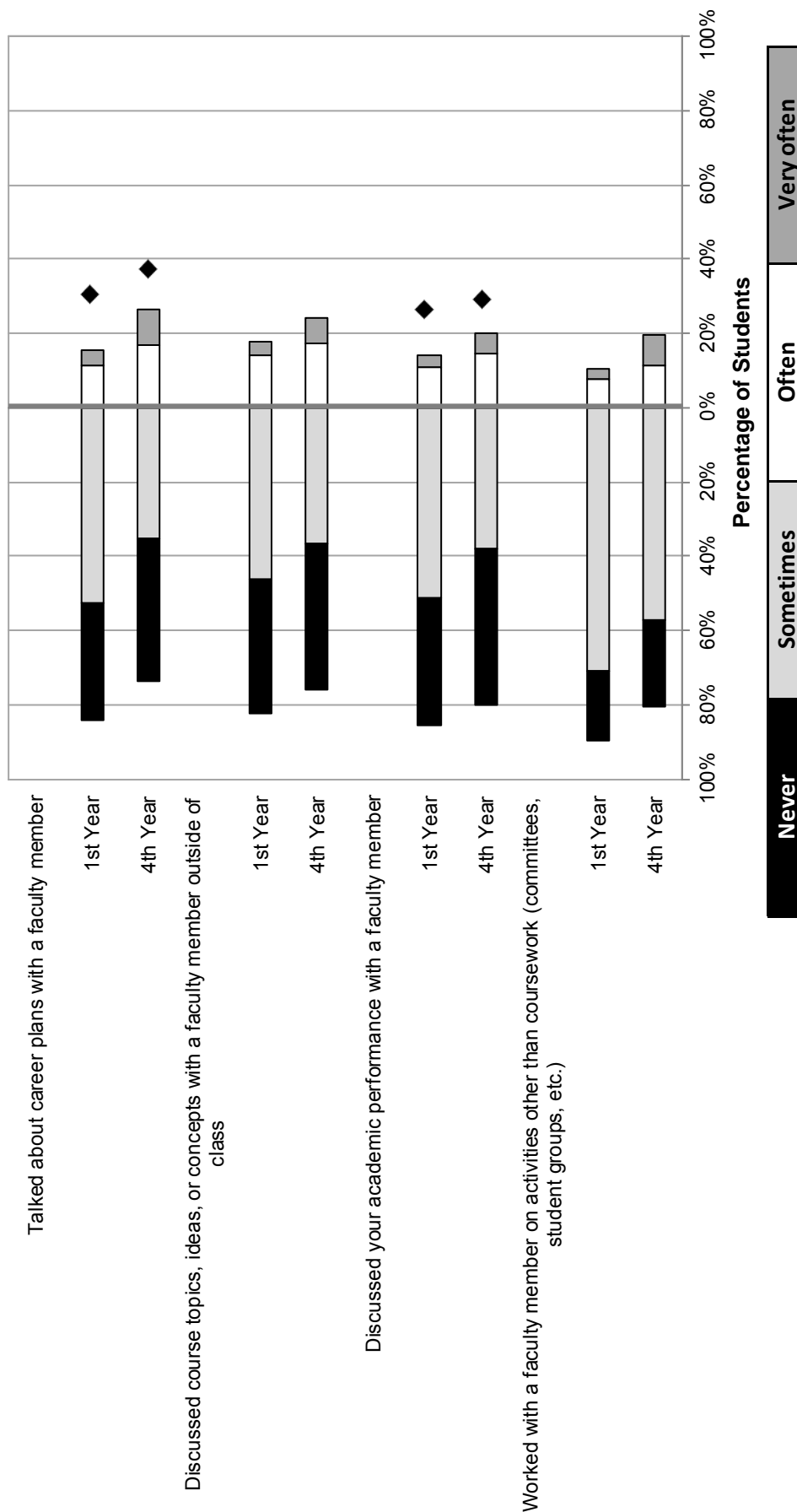


Figure 2b: Discussions with Diverse Others



Symbols indicate the score of a specific comparator group relative to Ryerson for questions where the difference is at least 10 percentage points.
The comparator groups are:
■ Ontario Universities (excluding Ryerson)
◆ U.S. Peer Universities

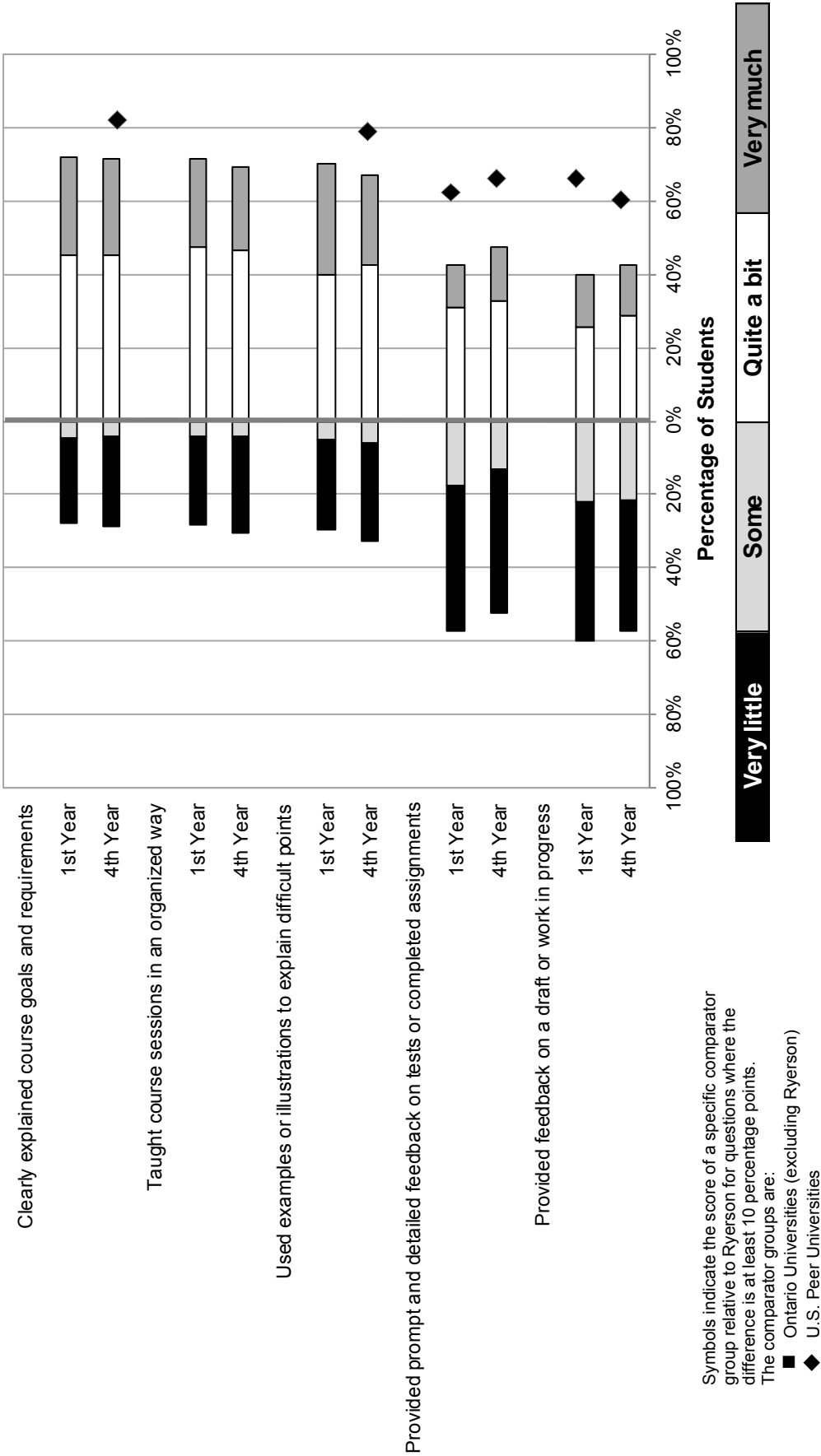
Figure 3a: Student-Faculty Interaction



Symbols indicate the score of a specific comparator group relative to Ryerson for questions where the difference is at least 10 percentage points. The comparator groups are:

- Ontario Universities (excluding Ryerson)
- ◆ U.S. Peer Universities

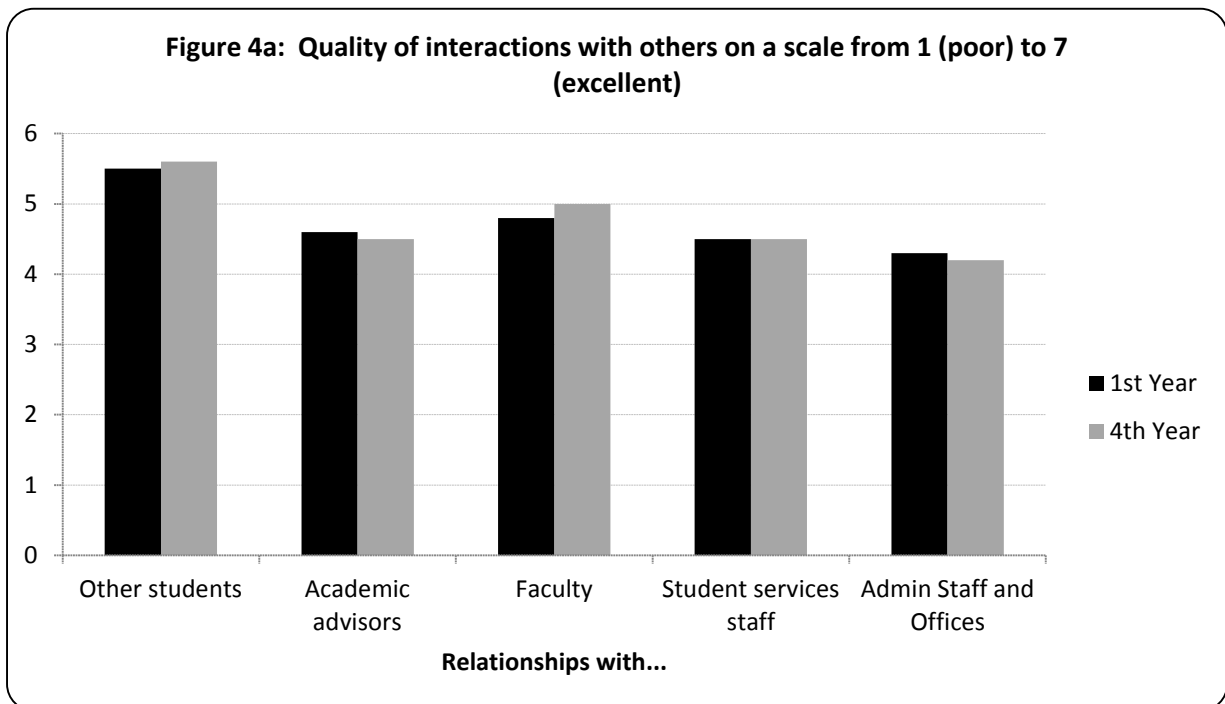
Figure 3b: Effective Teaching Practices



4. Campus Environment

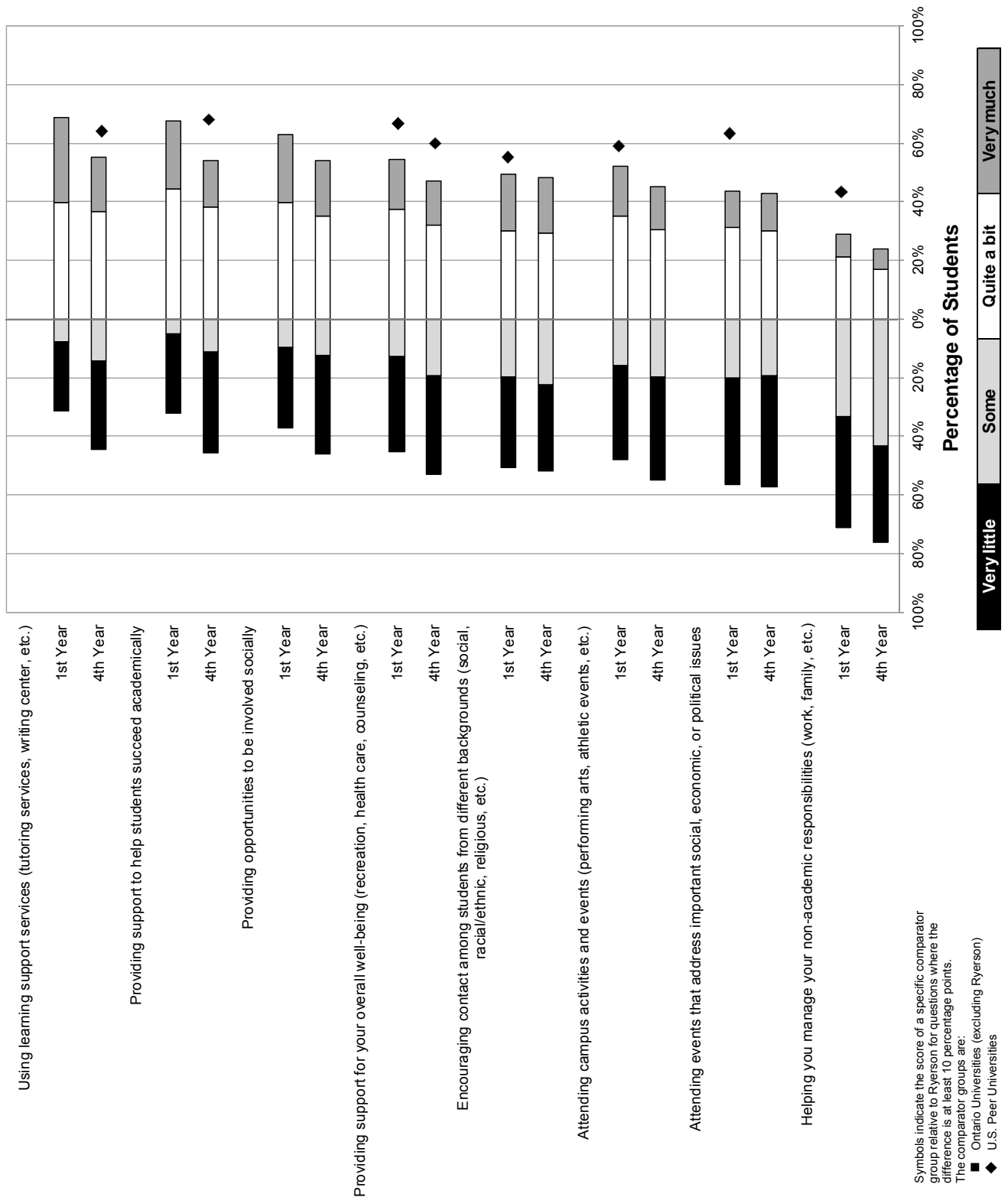
Aspects of the campus environment assessed by NSSE include the quality of interactions among students, faculty and staff and the extent to which the university fosters a supportive campus climate. Responses are summarized in Figures 4a and 4b.

- a) **Quality of Interactions** is an engagement indicator created by asking students to rate, on a scale from 1 (poor) to 7 (excellent), the quality of their interactions with other students, academic advisors, faculty, student services staff, and administrative staff. Respondents rate the quality of interactions with fellow students highest, particularly at fourth year. Fourth-year students also provide higher ratings of their interactions with faculty than do students in first year. Ryerson performs lower than the Ontario average on this indicator.



- b) **A Supportive Environment** is one where the university fosters student success and encourages students to become involved in campus life. For example, 68 percent of first-year students and 54 percent at fourth year indicate that Ryerson emphasizes the provision of support to help students succeed academically “quite a bit” or “very much.” Sixty-three percent at first year and 54 percent of fourth-year students believe the university emphasizes the provision of opportunities to become involved socially. Fifty-two percent of first year students and 45 percent of fourth-year students report that the university emphasizes attending campus activities and events. Within Ryerson, students in first year tend to provide responses that are more positive than do fourth-year students. However, Ryerson is similar to the Ontario average at fourth year, but below at first year on this indicator.

Figure 4b: Supportive Environment



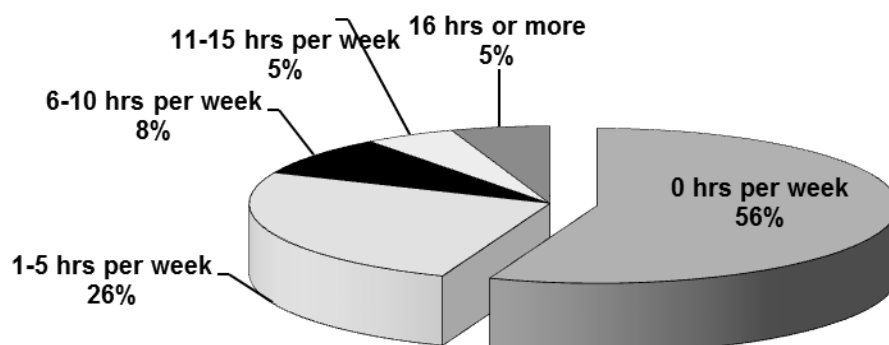
ADDITIONAL TOPICS

Co-Curricular Participation

Although it is not included in the Campus Environment indicators, a related feature of the university experience is the amount of time students spend in co-curricular activities (e.g., organizations, campus publications, student government, intercollegiate or intramural sports). In 2014, more than half (56 percent) of all students report that they do not participate in co-curricular activities during a typical week. Relatively low levels of participation are found even among those who live close to campus: half of students whose travel time to campus is 20 minutes or less report that they do not participate in co-curricular activities.

The reported level of participation in co-curricular activities at Ryerson has improved over each of the past rounds of NSSE, with the percentage of students reporting non-involvement going from 65 percent in 2005, and 60 percent in 2011, to 56 percent in 2014. Results for 2014 are summarized in Figure 5.

Figure 5: Hours per week in co-curricular activities



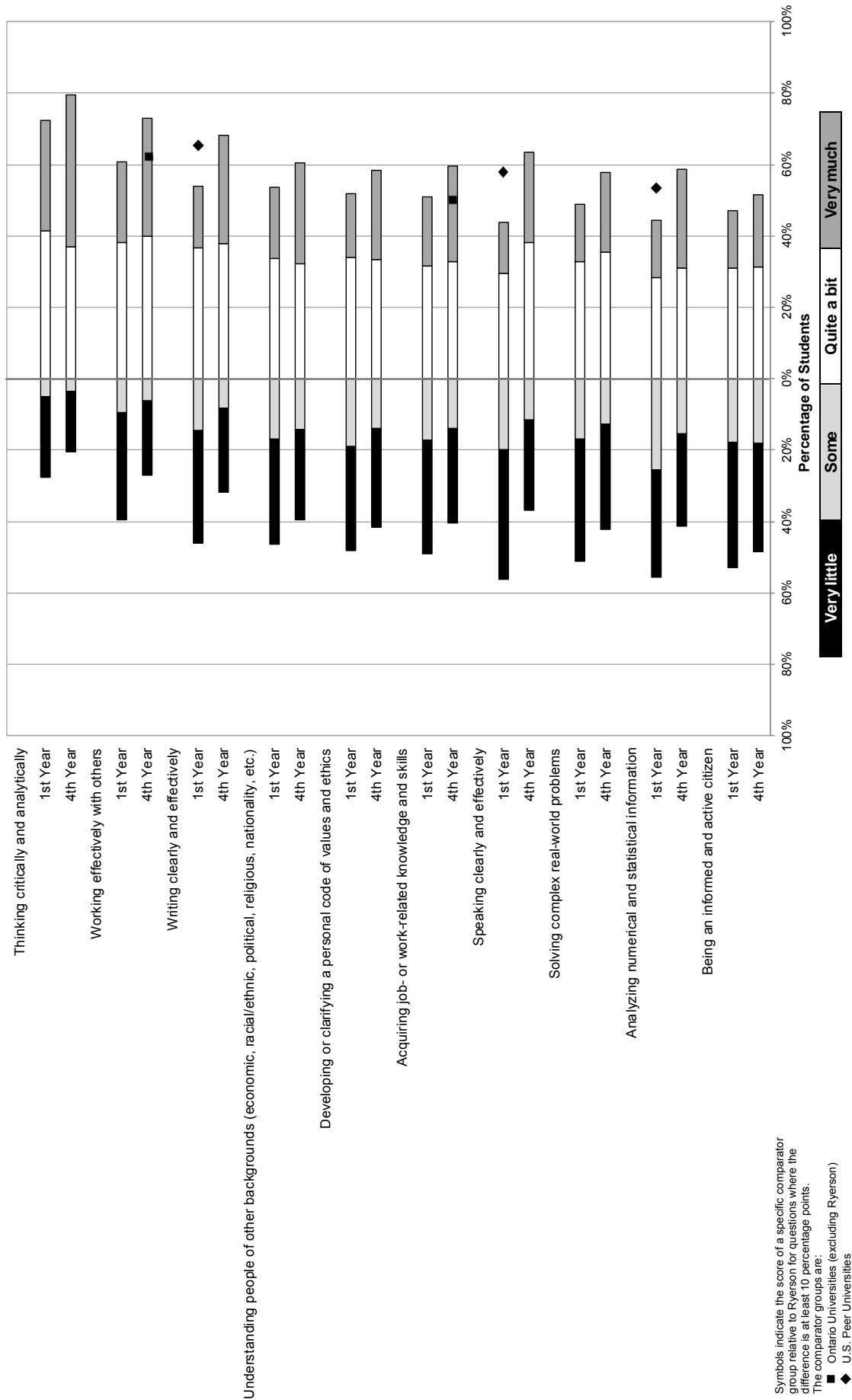
Skills Development

Respondents were asked to rate the institution's contribution to their development of skills in a variety of areas. The most highly rated area is the ability to think critically and analytically. Seventy-six percent of students report that the University contributed to the development of critical and analytical thinking skills "quite a bit" or "very much." Two-thirds report that the University contributed in this way to their ability to work effectively with others, and 61 percent report similarly with regard to their ability to write clearly and effectively. 51 percent report that the University has contributed to their ability to analyze numerical and statistical information.

Fifty-five percent of students report that the University contributed "quite a bit" or "very much" to the acquisition of job- or work-related knowledge and skills. Fifty-three percent report that that University made this contribution to their skills in solving complex, real-world problems.

Fourth-year students tend to provide more positive responses on skills development than do first-year students. Ratings are outlined in Figure 6.

Figure 6: Skills Development



High Impact Practices

NSSE has identified “High Impact Practices,” six activities that have significant associations with student learning and engagement. High Impact Practices share a number of common elements: they demand considerable time and effort, facilitate learning outside of the classroom, require meaningful interactions with faculty and students, encourage collaboration with diverse others, and provide frequent and substantive feedback. NSSE recommends that institutions should aspire for all students to participate in at least two High Impact Practices over the course of their undergraduate experience.

The proportion of students participating in each of three of these activities is measured in first year, and the proportion participating in each of the six activities is measured in fourth-year. Respondents are asked whether they have *ever* participated in these activities at any point during their time at Ryerson.

At first year, a somewhat higher percentage of students Ontario-wide than at Ryerson have participated in at least two High Impact Practices. However, by fourth-year, Ryerson students are more likely than those across Ontario to have participated in High Impact Practices, particularly in service learning and in culminating senior experiences. Students at the Ontario-level are more likely than those at Ryerson to have participated in research with faculty. Each of the High Impact Practices is listed in Table 3. (Note that NSSE considers only three activities as being applicable in first year, while all six are measured in fourth year.)

Table 3: Percentage of Students Who Have Participated in High Impact Practices

High Impact Practice	First Year		Fourth Year	
	Ryerson	Ontario	Ryerson	Ontario
Learning Community (or some other formal program where groups of students take two or more classes together)	7%	10%	17%	19%
Service Learning (community-based project)	45%	43%	56%	45%
Research with Faculty	2%	3%	16%	24%
Internship or Field Experience (including co-op, student teaching, clinical placement)			51%	46%
Study Abroad			8%	10%
Culminating Senior Experience (e.g., capstone course, senior project or thesis, comprehensive exam, portfolio)			42%	32%
<i>Participated in at least two activities</i>	4%	7%	57%	52%

Overall Experience

The majority of respondents are satisfied with their experience at Ryerson. Seventy-six percent indicate that their “entire educational experience” is good or excellent; 79 percent report that if they could start over, they would probably or definitely attend Ryerson again.

Students were asked to identify the extent to which various factors may have posed obstacles to their academic progress. Few students (less than five percent) indicate that none of the items listed have posed an obstacle. Fifty-three percent of fourth-year students and 39 percent of first-

year students report that financial pressures or work obligations have posed a major obstacle. Academic performance is identified as a major obstacle among 25 percent of fourth-year students and 31 percent of first-year students. Among fourth-year students, about 30 percent report that course availability/scheduling issues or personal/family problems each pose a major obstacle. (Comparable figures among the first-year group are 18 percent and 21 percent respectively.) For the most part, the proportion of students facing each of the potential obstacles is similar to the previous round of NSSE, except for a decline in the proportion of fourth-year students reporting issues with course availability or scheduling.

Information provided to students

Respondents were asked to rate the quality of information they received from the University at the beginning of the school year.

Sixty percent report that information on the content and focus of their academic program was good or very good, and about half report similarly with respect to information on how they would be evaluated in their courses.

Forty percent of students appear to be satisfied with information about how to access learning and support services, as are 34 percent with regard to information about financial aid. Only 24 percent of respondents rate the quality of information about common academic problems as good or very good.

First-year students tend to provide somewhat more positive answers than do fourth-year students. However, fourth-year students appear more satisfied than first-year students with respect to information about how they will be evaluated in their courses (55 percent at fourth year compared to 46 percent at first year) as well as the level of difficulty to expect in courses (43 percent at fourth year compared to 37 percent at first year).

Priorities for Improvement

Respondents were provided with a list of items related to the student learning experience and were asked to choose two items that most need improvement *in the classroom*, and two items that most need improvement *outside the classroom*. Responses are summarized in Figures 7 and 8.

Priorities in the classroom: The items cited most frequently as requiring improvement *in the classroom* by first-year students is the quality of course instruction by professors (selected by 31 percent) and ensuring a better fit among course content, assignments, and tests/exams (selected by 27 percent). These results are very similar to those obtained in 2011.

Thirty-five percent of fourth-year students name the quality of course instruction in their top two items, which is identical to 2011 results. Increasing in the number or variety of course offerings within one's major is identified as a priority by 29 percent of respondents in fourth-year, down from 38 percent in the previous round of NSSE.

In 2014, more students selected "an increase in the number of variety of course offerings *outside your major*" as a priority (18 percent at first year and 21 percent at fourth year) than in 2011 (12 percent at first year and 13 percent at fourth year).

Priorities outside the classroom: Outside of the classroom, 57 percent of students in fourth year and 52 percent in first year indicate that improvement in the quality or availability of study spaces is a priority. Thirty percent of fourth-year students and 20 percent of first-year students name opportunities to undertake research with faculty within their top two items for improvement. Relatively few students at first or fourth year report that improvement in library services or collections is a priority.

The overall rank order of priorities remains unchanged from the previous round of NSSE conducted in 2011. That said, there has been an increase in the proportion of students naming study space in their top two items.⁷ Fewer students name library services and the library collection among their priorities for improvement in 2014 than in the previous survey.

⁷ In 2011, 44 percent of first-year students and 45 percent of fourth-year students named study spaces within their top two priorities for improvement. In 2014, comparable figures are 52 percent for first year and 57 percent for fourth year. It is notable that this survey was conducted one year before the opening of Ryerson's Student Learning Centre, which features student study and meeting space as a major component of the building.

Figure 7: Top two priorities for improvement *in* the classroom

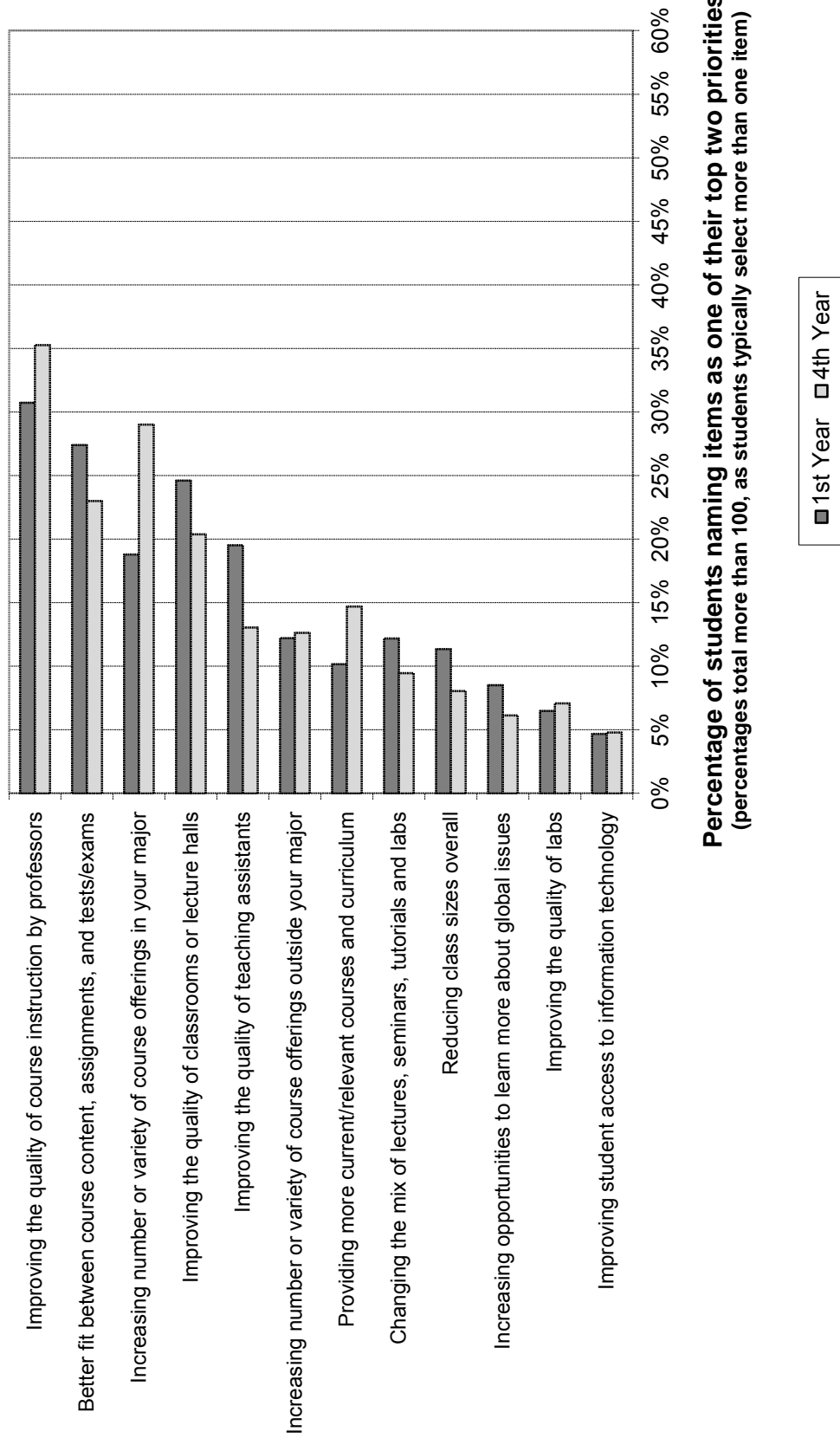
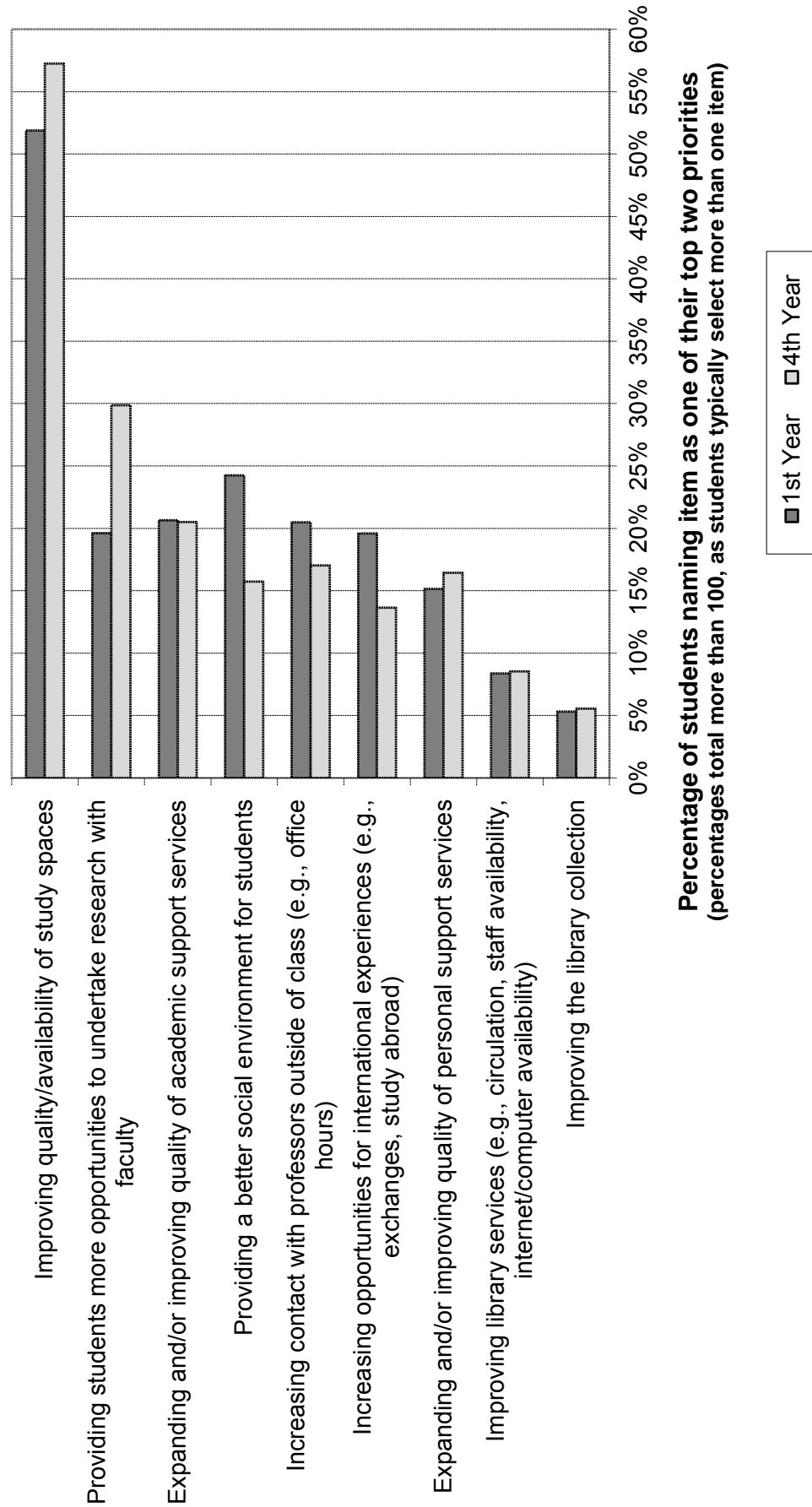


Figure 8: Top two priorities for improvement outside the classroom



PROFILE OF RESPONDENTS

Profile of respondents

The characteristics of the survey sample are compared to the population in terms of gender, Faculty and course load in Table 4.

In first year, students from the Faculty of Communication and Design and Faculty of Community Services tend to be somewhat over-represented while those in Ted Rogers School of Management and Faculty of Engineering and Architectural Science are slightly under-represented. In fourth year, there is overrepresentation among Community Services students and underrepresentation from Ted Rogers School of Management.

Female students are over-represented in the sample.

Students taking a part-time course load in fourth year were less likely to complete the survey than those on a full-time course load. In first year, the proportion of survey respondents on a part-time load matches that among the population.

Table 4: Comparison of survey sample and population characteristics

	1 st year				4 th year			
	Sample		Population		Sample		Population	
Gender								
Female	1,065	65.1%	3,766	53.2%	1,190	59.6%	3,954	50.2%
Male	572	34.9%	3,314	46.8%	808	40.4%	3,920	49.8%
<i>Total</i>	<i>1,637</i>	<i>100.0%</i>	<i>7,080</i>	<i>100.0%</i>	<i>1,998</i>	<i>100.0%</i>	<i>7,874</i>	<i>100.0%</i>
Faculty								
Arts	255	15.6%	1,017	14.4%	227	11.4%	781	9.9%
Communication & Design	350	21.4%	1,323	18.7%	244	12.2%	1,023	13.0%
Community Services	281	17.2%	962	13.6%	473	23.7%	1,479	18.8%
Engineering & Architectural Sci	205	12.5%	1,082	15.3%	324	16.2%	1,320	16.8%
Science	163	10.0%	691	9.8%	117	5.9%	463	5.9%
Ted Rogers School of Mgt	383	23.4%	2,005	28.3%	613	30.7%	2,808	35.7%
<i>Total</i>	<i>1,637</i>	<i>100.0%</i>	<i>7,080</i>	<i>100.0%</i>	<i>1,998</i>	<i>100.0%</i>	<i>7,874</i>	<i>100.0%</i>
Course Load								
Full-time	1,412	86.3%	6,112	86.3%	1,260	63.1%	4,652	59.1%
Part-time	225	13.7%	968	13.7%	738	36.9%	3,222	40.9%
<i>Total</i>	<i>1,637</i>	<i>100.0%</i>	<i>7,080</i>	<i>100.0%</i>	<i>1,998</i>	<i>100.0%</i>	<i>7,874</i>	<i>100.0%</i>

Grades

Among respondents in first year, the percentage of those with a self-reported average grade is as follows: A (25 percent), B (56 percent), C (14 percent) and C- or lower (four percent). The distribution of respondents in fourth year by self-reported average grade is: A (26 percent), B (63 percent), C (10 percent) and C- or lower (one percent).

Parental Education

Fifty-one percent of respondents indicate that at least one of their parents completed a university degree (bachelor's, master's or doctoral). A further four percent attended university without earning a degree. Twenty percent report that at least one parent attended (but not necessarily completed) college, while 16 percent indicate that the highest level of education completed by their parents is high school. Nine percent report that neither of their parents completed high school. Using the definition of parents never attending any post-secondary education, the proportion of respondents who are First Generation students is 25 percent. This is somewhat higher than the estimate (20 percent) derived from the previous round of NSSE conducted in 2011.

Members of a Visible Minority

Respondents are asked to provide information about their ethno-cultural background, which may be used to estimate whether a given student is likely to identify as a member of a visible minority. It is estimated that 55 percent of respondents are members of a visible minority. This is similar to the estimate derived from the previous round of NSSE.

Students with Disabilities

Eight percent of respondents indicate that they have a disability. The most commonly reported type of disability is a mental health disorder, followed by a learning disability. In previous rounds of NSSE, Ryerson students were not asked to identify whether they had a disability.

Employment

Fifty-eight percent of students report working for pay in a typical week. Among those who are employed, 77 percent work off campus only, nine percent work on campus only and 14 percent work both on and off campus. These proportions are the same as those reported in the previous round of NSSE, conducted in 2011.

Students who are employed report higher average levels of engagement than non-employed students on a number of indicators, including Student-Faculty Interaction, Reflective and Integrative Learning, and to a somewhat lesser extent, Quantitative Reasoning and Discussions with Diverse Others.⁸

Students with *on-campus* employment (including those doing a combination of on- and off-campus work) score more highly on five engagement indicators than do students who report working only off campus⁹:

- Student-Faculty Interaction
- Quantitative Reasoning
- Supportive Environment
- Quality of Interactions
- Collaborative Learning

⁸ Differences between employed and non-employed students: Student-Faculty Interaction ($t=8.35$, $p<.001$); Reflective and Integrative Learning ($t=5.51$, $p<.001$); Quantitative Reasoning ($t=2.50$; $p<.01$); Discussions with Diverse Others ($t=2.48$, $p<.01$).

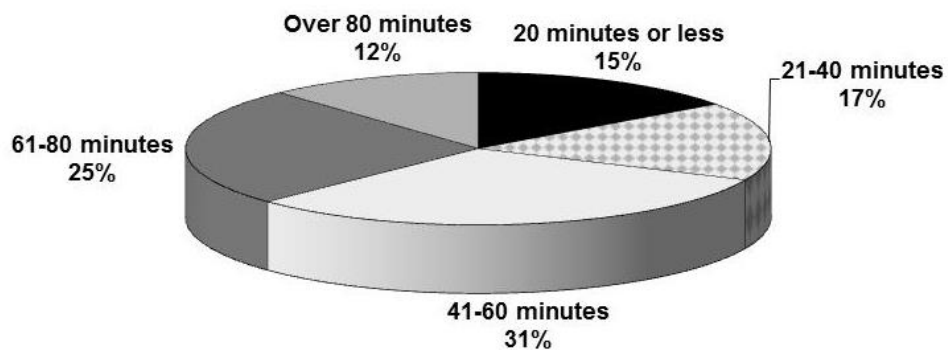
⁹ Differences between students working on campus (including a combination of on- and off-campus work) and those working only off campus: Student-Faculty Interaction ($t=12.06$, $p<.001$); Quantitative Reasoning ($t=6.89$, $p<.001$); Supportive Environment ($t=4.40$, $p<.001$); Quality of Interactions ($t=2.90$, $p<.01$); Collaborative Learning ($t=2.56$, $p<.01$).

Differences between those with on-campus employment and those with only off-campus employment are particularly marked in the areas of Student-Faculty Interaction and Quantitative Reasoning.

Commuting to Campus

Eighty percent of respondents use public transit to travel to campus while 15 percent walk or cycle. The remainder, roughly one in twenty students, uses a car to get to campus, either alone or sharing a drive with others. Sixty-eight percent of respondents travel over 40 minutes to get to campus from their place of residence. The distribution of students by reported length of commute is summarized in Figure 9.

Figure 9: Travel time to campus from place of residence



SUMMARY

At Ryerson, NSSE underpins student experience and engagement initiatives by providing a robust, long-term measurement regime. The survey has become an integral part of the University's planning processes. Ryerson has increased its sample size beyond standard NSSE levels to allow for disaggregation of responses to the level of individual programs. This has allowed survey results to inform planning within academic departments and Faculties in addition to University-wide efforts.

Overall satisfaction with the educational experience offered at Ryerson is high: 79 percent of respondents report that if they could start over, they would attend Ryerson again.

The reported level of participation in co-curricular activities has improved over the past few rounds of NSSE.

Employment among students is associated with increased levels of engagement in several areas. The relationship between employment and engagement is even more positive when students are working in positions on campus compared to off campus.

The survey results suggest possible areas for enhancement at Ryerson, and a review of these items is underway. These might include aspects of student-faculty interaction as well as interaction with other university offices, continued involvement in co-curricular activities, and student participation in faculty research.

A variety of initiatives at Ryerson have been informed by NSSE results. For example, the past few rounds of NSSE have underscored the importance of study space, and planning for increased student space was made an integral part of new building plans. The most recent survey (2014) was conducted exactly one year prior to the opening of Ryerson's new Student Learning Centre, which features study space as a principal component of the building. Similarly, survey responses have been considered in curriculum reviews, and subsequent pilot initiatives have been undertaken in an effort to provide students with more choice in their selection of courses.

NSSE and other student surveys will continue to provide an important source of information about Ryerson's progress in enabling engagement and success for all students.

NATIONAL SURVEY OF STUDENT ENGAGEMENT 2014

HIGHLIGHTS OF RESULTS

PREPARED BY THE UNIVERSITY PLANNING OFFICE

**RYERSON
UNIVERSITY**

RYERSON ACHIEVEMENT REPORT

A sampling of notable events on campus and appearances in the media by members of the Ryerson community for the June 2015 meeting of the Ryerson Board of Governors.

In the media

The Toronto Star reported that **President Sheldon Levy** would stay at Ryerson for another two years <http://on.thestar.com/1942ir4>. Similar items appeared in Metro News <http://bit.ly/1AUIVY0>, CBC.ca <http://bit.ly/18tJVdU> and the Globe and Mail <http://bit.ly/1BhW419>.

PRIDE magazine profiled **President Levy** <http://bit.ly/1bfAGzK>.

Reuters reported that the David Foster Foundation Miracle Gala and Concert would return to Toronto this fall, in partnership with Ryerson, and that **President Levy** was named an honorary patron <http://reut.rs/1Odbpp7>.

President Levy spoke to Smart Meters about Canada's first university-based smart grid lab at Ryerson's Centre for Urban Energy, an item pitched by Public Affairs <http://bit.ly/1NzZt0m>.

Mohamed Lachemi, provost and vice-president academic, spoke to Electrical Business magazine about the Centre for Urban Energy's new research fellows <http://bit.ly/1x7YCzc>

The New York Times reported on the Berenice Abbott Archive at the Ryerson Image Centre, quoting curator **Gaelle Morel** <http://nyti.ms/1cnaifa>. The item was pitched by Public Affairs.

The Globe and Mail featured Ryerson projects that won the U.S. Department of Energy's 2015 "Race to Zero" competition <http://bit.ly/1ABYaL8>.

Imogen Coe, dean, Faculty of Science, contributed a piece to the Huffington Post on the topic of gender stereotyping and its impact on women in STEM <http://huff.to/1KtpP4n>.

The Toronto Star profiled **Heather Lane Vetere**, vice-provost of student, an item pitched by Public Affairs <http://on.thestar.com/1FuRnT0>.

Men's basketball coach **Roy Rana** was quoted in a Yahoo! Sports article about "How the Ryerson Rams became one of Canada's best university basketball teams" <http://yhoo.it/1b0fyNY>. A similar item appeared in the Toronto Sun. The National Post published an article entitled "Unlike other Toronto schools, Ryerson capitalizing on local basketball talent boom to become a force in CIS" <http://bit.ly/18tKiVM>.

The Toronto Star reported on the story of Ryerson alumna **Toni Morgan**, a once-homeless woman who crowdfunded more than \$50,000 overnight to pursue her studies at Harvard for her Masters of Education <http://on.thestar.com/1yAdl1n>. The item was picked up by the Boston Globe, Metro News, Global News, MSN News, The Loop, and CTV News.

The Canadian Press reported on Ken Dryden's simulcast of a course to five universities, including Ryerson. The item was picked up by CBC <http://bit.ly/1NrwmJQ> Montreal Gazette and Global News.

The Toronto Star reported on the launch of the Joe Fresh Centre for Fashion Incubator at Ryerson <http://on.thestar.com/19pfs0Z>. The item, pitched by Public Affairs, was also picked up by Canadian Press, CP24, CBC.ca, CTV News, Global News, Marketing Magazine, the Hamilton Spectator, BNN Business News and NOW Magazine. A Globe and Mail article about Joe Fresh's \$1-million contribution to Ryerson's Fashion Zone quoted chair **Robert Ott** <http://bit.ly/1LNF9Ky>.

Avner Levin, TRSM, contributed a piece to the National Post on the topic of Bill C-51 undermining privacy <http://bit.ly/1CoW1zL>. He also spoke to the Toronto Star about data privacy, an item picked up by Cambridge Times and Mississauga News. He spoke to CBC News about HBO and illegal downloading.

Ann Cavoukian, executive director of the Privacy and Big Data Institute, spoke to the Toronto Star about the dismissal of Ontario's health privacy prosecution <http://on.thestar.com/1EUijb2>. She appeared on Global News discussing Instagram and privacy concerns. She was quoted in a Toronto Star article about the privacy commissioner calling for prosecution over a privacy break involving Rob Ford, an item also picked up by Metro News and CBC News <http://on.thestar.com/1LWY1Hi>. She also spoke to the Toronto Star about the privacy watchdog's case against the police.

Anatoliy Gruzd, TRSM, spoke to the Globe and Mail about new community rules on Facebook, as an expert pitched by Public Affairs <http://bit.ly/1Ct4y7X>. He also spoke to CBC.ca about how Facebook and the New York Times could change the news business <http://bit.ly/1NhqEfn>. The item was picked up by the Huffington Post.

Legaltech News reported on the Legal Innovation Zone, quoting **Hersh Perlis**, director and **Chris Bentley**, executive director <http://bit.ly/1cmoAoM>.

Myer Siemiatycki, Politics, spoke to the Toronto Star about ranked ballots coming to Ontario cities.

Steve Tissenbaum, TRSM, spoke to CityNews about Future Shop closing in Canada <http://bit.ly/1G8eBik>. He appeared on CBC News Toronto discussing the news that Loblaws would open 50 new stores, <http://bit.ly/1Ex5KY9>. He was quoted in a Yahoo! News article about millennials overspending thanks to social media <http://yhoo.it/1L48qAr>.

Nick Bellissimo, Nutrition, was quoted in a Toronto Star article on the cold-pressed juice trend. He also spoke to the Star in response to assertions about milk not being essential <http://on.thestar.com/1EyjmU7>. The item was also picked up by The Hamilton Spectator.

The Toronto Star reported on Ryerson-developed technology that will give Fort York a virtual reality retelling, featuring professors **Ling Guan** and **Matt Kyan** <http://on.thestar.com/1dByCnl>.

The Toronto Star reported on DOC NOW, the annual showcase of Ryerson's MFA program in documentary media <http://on.thestar.com/1KsyBwc>.

The Toronto Star quoted **Harald Bauder** and **Ratna Omidvar** in an article on Canada's integration of immigrants <http://on.thestar.com/1GDaMTj>.

Hossein Rahnama, DMZ, spoke to Global News about the DMZ's smart kitchen and homes of the future <http://bit.ly/1BqT6Es>. The item was pitched by Public Affairs.

TechVibes reported on the collaboration between Primus and the DMZ on the Internet of Things, an item pitched by Public Affairs <http://bit.ly/1SBUyyF>.

The Globe and Mail profiled DMZ-based startup Brizi <http://bit.ly/1FPRzxc>.

The Toronto Star profiled criminology alumna **Munira Abukar** <http://on.thestar.com/1PPIqLy>.

Maurice Mazerolle, TRSM, spoke to Global News about the threat of strikes by Ontario teachers, video: <http://bit.ly/1AzYv0M>.

Precedent reported that all 250 graduating students of Ryerson's LLP secured work placements, 70 per cent of which are paid <http://bit.ly/1LIEE0A>.

Registrar **Charmaine Hack** spoke to the Globe and Mail, AM740 and CP24 regarding the teachers' strike and pre-university programs for students.

CTV Toronto and CTV.ca profiled the green roof of Ryerson's George Vari building, quoting **Arlene Throness**, urban agriculture coordinator <http://bit.ly/1Q88GLU>

Martin Antony, Psychology, spoke to Fast Company about overcoming perfectionism <http://bit.ly/1d4xEQ3>. The item was also picked up by Global Advisors <http://bit.ly/1cfRwPg>.

Early Childhood Studies instructor **Kristy Timmons** was quoted in Parents Canada on the topic of full-day kindergarten <http://bit.ly/1LEL0hw>.

Christopher De Sousa, Urban Planning, was quoted in the Toronto Star on the topic of opposition to midrise buildings <http://on.thestar.com/1epMCK8>. Similar items appeared in Metro News and Sing Tao Daily.

Arne Kislenko, History, spoke to CBC.ca about Canadian border security, as an expert pitched by Public Affairs <http://bit.ly/1ceiBCq>. The item was also picked up by MSN News.

Robin Church, TRSM, spoke to the National Post about the first openly gay NFL draft pick playing for the Montreal Alouettes <http://bit.ly/1ZnfB6>. The item was picked up by the Ottawa Citizen, StarPhoenix, Vancouver Sun, Calgary Herald, and Edmonton Journal.

Canadian Art magazine featured student **Lodoe Laura**, winner of 2015 Aimia AGO Photography Prize Scholarship <http://bit.ly/1JQmji7>.

BNN: Business Day spoke with DMZ-based entrepreneur **Klever Freire** of DreamQii about his crowdfunding success, <http://bit.ly/1c78yiv>. The item was pitched by Public Affairs.

The Globe and Mail quoted **Colleen Carney**, Psychology, in an article about sleep and depression.

Canadian Architect magazine reported that Ryerson students created a window display for the Bata Shoe Museum's 20th anniversary <http://bit.ly/1IMNQCR>.

The Toronto Star quoted **Robert Burley**, Image Arts, on the topic of public artwork breathing life into Toronto transit <http://on.thestar.com/1Gp0h5T>.

Sean Conway, Centre for Urban Energy, spoke to the Toronto Sun about potential Hydro One owners <http://bit.ly/1diydGf>. Similar items were picked up by the North Bay Nugget, Belleville Intelligencer and Welland Tribune.

Students **Jesse Berger**, **Michael Rowden** and **D'arcy Mulligan** contributed a blog to the Globe and Mail on the topic of hitting a home run at a baseball case competition <http://bit.ly/1cMMzhh>. The item was pitched by Public Affairs.

Graphic Arts reported that Ryerson GCM students earned the Award for Execution at the 2015 Phoenix Challenge College Awards Competition <http://bit.ly/1R30qiF>.

Brent Barr, Retail Management, spoke to CBC News about the changing significance of Victoria Day <http://bit.ly/1PKJ7R3>

The Toronto Star reported on the Ryerson City Building Institute bringing together GTA-based "thought-leaders" to share ideas; featuring **Steven Webber**, **Harald Bauder**, **Ratna Omidvar**, **Brennan S. Thompson**, **Myer Siemiatycki**, **Joseph Chow** and **Murtaza Haider** <http://on.thestar.com/1d8tRBE>

Ivor Shapiro, Journalism, spoke to CBC News about how media coverage of federal election debates could change <http://bit.ly/1B9BjBA>.

Medical Xpress featured Ryerson research by **Elaine Santa Mina**, **Elizabeth McCay** and **Donald Rose** of Nursing on the topic of helping front-line nurses treat suicidal patients <http://bit.ly/1PuVfL5>. The item was pitched by Public Affairs.

Photolife reported on Sally Mann's visit to the Ryerson Image Centre to discuss her new memoir with centre director **Paul Roth** <http://bit.ly/1AilnBK>. Similar items appeared in the Toronto Star and the Globe and Mail.

'Ikea Canada to open two 'pick-up' stores in Quebec City and London, Ont.' (The Financial Post) quoted **Tony Hernandez** on the topic of IKEA Canada opening "pick-up" stores <http://bit.ly/1IF8m6J>. The item was also carried by Edmonton Journal, Ottawa Citizen and Montreal Gazette.

The Canadian Press featured Ryerson alumnus **Andrew Cividino** as he debuted his Ontario-set film *Sleeping Giant* at Cannes. The item was also picked up by the Globe and Mail <http://bit.ly/1lysEyJ>, CTV.ca, Metro News and CJAD 800.

Rachel Dodds, TRSM, spoke to Radio Canada International about her research on consumers prioritizing locally grown foods <http://bit.ly/1bU5Oo>. The item was also picked up by PhysOrg.

Zone learning director **Randy Boyagoda** was quoted in the Toronto Sun on the topic of unleashing entrepreneurial dreams <http://bit.ly/1F9ZT9h>. The item was pitched by Public Affairs.

Betakit reported on the DMZ's partnership with Mastercard and the Women in Entrepreneurship program.

Idil Atak, Criminology, contributed a piece to the Globe and Mail regarding migrant tragedies <http://bit.ly/1IAJuNy>. The item was pitched by Public Affairs.

Anne Golden and **Ken Greenberg** of the Ryerson City Building Institute contributed a piece to the Toronto Star on Canada's cities needing to help themselves <http://on.thestar.com/1J3v0WY>.

Broadcaster magazine reported that **Charles Falzon** was appointed dean of the Faculty of Communication & Design <http://bit.ly/1PfXuBL>.

Creating global citizens (Toronto Sun) story on "alternative spring break" at Ryerson; quotes **Arne Kislenko** <http://bit.ly/1K3X4Lb> Pitched by Public Affairs.

Jason Boyd, English, spoke to the Toronto Sun about the week of palindromes <http://on.thestar.com/1dYZJsr> The item also appeared in Metro News.

DMZ-based entrepreneur **Kevin Shaw** of Zagga Entertainment Ltd spoke to the Globe and Mail about perfecting an elevator pitch in 60 seconds <http://bit.ly/1KAy8b1>.

James Tiessen, TRSM, contributed a piece to the Ottawa Citizen on Canada looking to Asia for health care policy lessons <http://bit.ly/1dWUZDF>.

AZURE magazine featured Ryerson's Student Learning Centre <http://bit.ly/1dWT9CX>.

Paul Knox, Journalism, spoke to Post City Toronto about Toronto Police and transparency <http://bit.ly/1H4uSHd>.

Patrice Dutil, Politics, spoke to Radio Canada about a new leader for the provincial Conservatives <http://bit.ly/1H3vbiR>. Similar items appeared in MSN.com <http://bit.ly/1EUDEnC> and Sympatico.ca.

The National Post reported on the Mark Ruwedel exhibition at the Ryerson Image Centre <http://bit.ly/1EUzE6L>. Similar coverage appeared in the Toronto Star, Canadian Art, Photolife, and the Globe and Mail.

Ramona Pringle, RTA, spoke to Radio Canada International regarding privacy concerns related to connected cars Listen: <http://bit.ly/1FZ9QHH>. She also spoke to CBC News Toronto and CBC Radio about social media and online family gatherings, and to CTV News about Nintendo targeting the revenue stream of popular Youtubers <http://bit.ly/1Fawe2i>. She appeared on CTV News discussing the CRTC's decision on pick-and-pay channels, and on CTV National News talking about the power of hashtags in social media activism campaigns.

TechVibes reported on Hack'N'Talk organized by Ryerson's Fashion Zone, quoting chair **Robert Ott**.

Myer Siemiatycki, Politics, spoke to the National Post about Pinball Clemons' political aspirations <http://bit.ly/1EU7qtY> Als. The item was picked up by Vancouver Sun, Calgary Herald, Edmonton Journal, the Province, Ottawa Citizen and Montreal Gazette.

Jason Nolan, ECS, spoke to the Globe and Mail about "design empathy" in building inclusive spaces for people with autism <http://bit.ly/1OiwWdm>.

The Financial Post reported on the Ryerson Legal Innovation Zone (LIZ), quoting **Chris Bentley**, LIZ's executive director <http://bit.ly/1dAnqXU>. A similar item appeared in National Post magazine, quoting **President Levy** <http://bit.ly/1bkXDkR>.

Betakit reported on DMZ-incubated Flybits, quoting **Hossein Rahnama** <http://bit.ly/1I112ni>.

Reuters reported on a survey by The YouthfulCities, mentioning that the initiative has backing from UN-Habitat and Ryerson <http://reut.rs/1P9Mbpt>. The item was picked up by Business Insider, Yahoo! News, Channel News Asia, Voice of America, and the Gulf Today.

Graduate student **Amy Smith** spoke to the CBC Radio Network on the latest “normcore” fashion trends and how they are co-opted by big box retailers. The item was carried on all CBC Radio stations.

Global News spoke with **Maurice Mazerolle**, TRSM, about the ongoing labour strife with high school teachers in Durham and Peel regions.

BNN spoke with Ryerson DMZ-based entrepreneur **Alex Kolodkin** of Set Scouter.

The Toronto Star reported on the Bridging Divides symposium hosted by the Ryerson City Building Institute, quoting **Tanzeel Merchant**, executive director <http://on.thestar.com/1QswOMd>.

The Toronto Star quoted **Stefan Kerry**, manager of Ryerson's co-op office, on co-op placements and employment status <http://bit.ly/1bKizTf>.

A Christian Science Monitor article on free-range versus helicopter parenting referenced research by **Raktim Mitra**, Urban and Regional Planning <http://bit.ly/1btjiaX>.

James Nadler spoke to the CBC News Network about YouTube's 10th birthday <http://bit.ly/1OO0Zde>.

Inside Toronto reported on Skate to Great's skate donation drive at the Mattamy Athletic Centre, quoting **Adam Kahan**, vice president of university advancement <http://bit.ly/1ONYZS5>

Benzinga reported that the Canadian Helen Keller Centre would recognize Ryerson and President Levy for the University's “role at the forefront of disabilities studies in Canada...” <http://bit.ly/1JtsxCX>.

The Toronto Star referenced a study by **Jordan Tustin**, Occupational and Public Health, on vaccine hesitancy <http://on.thestar.com/1ErCcfp>. The item was also picked up by OurWindsor.ca, Hamilton Spectator, and Northumberland News.

Patrice Dutil, Politics, was quoted in a Maclean's article on Justin Trudeau and the politics of coalition.

Glass International featured the 60 per cent glass façade of Ryerson's Student Learning Centre <http://bit.ly/1Gc5tej>.

Tech Vibes reported on the DMZ's 5th anniversary <http://bit.ly/1b9K8oU>, an item pitched by Public Affairs. Similar coverage appeared in the Financial Post, MSN News, and CBC News.

The Toronto Star published a special feature on the Chang School <http://on.thestar.com/1IRwlf2>.

A Financial Post article on Corus Entertainment acquiring Disney content quoted **Charles Falzon**, chair of the RTA School of Media <http://bit.ly/1lIVdgV>. The item was also picked up by the Ottawa Citizen, Calgary Herald and Montreal Gazette.

Global News spoke with **Jessie Ma**, distinguished research fellow at Ryerson's Centre for Urban Energy, about cap-and-trade <http://bit.ly/1yuyVJR>.

CBC Radio's Metro Morning spoke with **Caroline Konrad**, director, Career Centre, on Ryerson's new approach to help graduates land their first job <http://bit.ly/1yuAh7y>.

The International Paralympic Committee announced that Yeates School of Graduate Studies Dean Jennifer Mactavish would receive IPC's Paralympic Scientific Award <http://bit.ly/1HnyX89>. The item was also picked up by Inside the Games.

The Winnipeg Free Press quoted **Nicole Neverson**, Sociology, on the topic of sports fanaticism.

The Globe and Mail published a joint op-ed by two MBA students on the topic of winning a business case competition on the first try <http://bit.ly/1OjzUjN>. The item was pitched by Public Affairs.

The Globe and Mail profiled an app developed by Ryerson DMZ-based start-up Tiny Hearts.

The Indo-Asian News Service reported on research by **Fei Song** of TRSM on CEOs inflating their salaries, an item picked up by Business Standard <http://bit.ly/1chjD0R>, the Economic Times <http://bit.ly/1FwcDKe>, Odisha Sun Times, Daiki World, CBC.ca, Huffington Post, Money Life, Science Daily, Science Newslane, MSN News, Yahoo! Finance, News Saskatchewan, CBC's The Exchange, Yahoo! News India, EurekAlert!, and Phys.Org. The item was pitched by Public Affairs.

Kim Snow, Child and Youth Care, spoke to the CTV News Channel about the risks involved in placing children in hotels in Manitoba by Child and Family Services.

Glass On Web profiled the use of digital ceramic printed glass in new construction at Ryerson <http://bit.ly/1c80Hsk>.

Distinguished Visiting Professor **Preston Manning** contributed a piece to that Globe and Mail on ethics in politics that referenced public-opinion survey on elected officials by Ryerson's TRSM <http://bit.ly/1yRS1UX>.

Chris MacDonald, TRSM, spoke to the Canadian Press and International Business Times about Uber in Canada. The item was picked up by CTV News <http://bit.ly/1GgsMn3> the Huffington Post, CBC.ca, Newstalk 1010, Toronto Star, CP24.com, Calgary Herald, Vancouver Sun, and Globe and Mail.

The Jamaican Gleaner reported that a Ryerson Athletics scout was visiting Jamaica, quoting **Brian Shantz** <http://bit.ly/1F5zonQ>.

Construction Canada quoted **Tom Duever**, dean of the faculty of engineering and architectural science, on the occasion of Ryerson hosting an inaugural engineering conference <http://bit.ly/1ImaspN>.

The National Post quoted **Marusya Bociukiw**, RTA, on the topic of lesbian-driven entertainment flourishing online <http://bit.ly/1BLW1Xf>.

Oren Amitay, Psychology, spoke to Global News about the impact of airplane accidents on survivors' mental health <http://bit.ly/19yIICR>.

Raktim Mitra, Urban Planning, spoke to CTV News about a new traffic congestion study.

Cynthia Holmes spoke to Money Sense about the right time to save for retirement <http://bit.ly/1CHd3Uk>, an item also picked up by MSN Money.

Anatoliy Gruzd, TRSM, spoke to CBC.ca about how Facebook and the New York Times could change the news business <http://bit.ly/1NhgEfn>. The item was also picked up by the Huffington Post.

Kamal Al-Solaylee, Journalism, contributed a piece to the Globe and Mail on the future of Yemen. He also spoke to CBC Radio's Metro Morning about conflicts in Yemen <http://bit.ly/19LUcTo>.

Murtaza Haider, TRSM, contributed a piece to the Huffington Post on the transit plan for the Pan Am Games <http://huff.to/1F0w4rx>. He also spoke to Global News about fatal jaywalking <http://bit.ly/1Dw7eBU>.

The Globe and Mail quoted **Gabor Forgacs**, Hospitality and Tourism Management, on the topic of boutique hotels and industry giants <http://bit.ly/1BtEi6T>.

NOW featured the Mass Exodus year-end fashion event <http://bit.ly/1Mao3qs>. Flare also showcased the event <http://bit.ly/1JnIXxg>.

Yonge Street Media quoted **Wendy Cukier**, vice-president of research and innovation, on the topic of a new pan-Canadian incubator <http://bit.ly/19TA0Qo>.

The New York Times reviewed English Professor **Randy Boyagoda's** new book "Richard John Neuhaus" <http://nyti.ms/1BNWdVJ>.

IT Business reported on the Mastercard Women in Entrepreneurship Program <http://bit.ly/1CMume4>.

CBC News spoke with **Pamela Palmater** on the topic of Bill C-51. She also spoke about the issue to CBC.ca, APTN National News, CTV News, Ottawa Citizen, Hamilton Spectator, ICI Radio Canada, and Times Online, as a faculty expert identified by Public Affairs.

Goetz Bramesfeld, Aerospace Engineering, spoke to CP24 News about the Germanswing flight crash.

Myer Siemiatycki, Politics, and **Andrea Noack**, Sociology, contributed a piece to the Toronto Star on the topic of the crucial role of Toronto's ombudsman <http://on.thestar.com/1N4ebvw>.

MedicalXpress featured research on healing concussions by **Jahan Tavakkoli**, Physics, <http://bit.ly/19Mu9wg>, an item pitched by Public Affairs.

Winnie Ng, CAW-Sam Gindin Chair in Social Justice and Democracy, spoke to Sing Tao Daily about the Alberta economy and migration <http://bit.ly/19Mwbwn>.

Sean Wise, TRSM, spoke to the Ottawa Business Journal about the search for the "next big thing" <http://bit.ly/1CICBNy>. The National Post reported on his new book "Startup Opportunities," an item also carried by the Montreal Gazette, Edmonton Journal and Calgary Herald.

Chris MacDonald, TRSM, spoke to CBC's The Current about Starbucks' Race Together campaign. He also published a piece in Canadian Business on the topic <http://bit.ly/1H5m2bL>.

The Toronto Star quoted Distinguished Visiting Professor **Olivia Chow** on an event mixing sci-fi with classical music <http://on.thestar.com/1MPYc40>.

Andrew O'Malley, English, spoke to Metro News about a comic book shop opening at the Toronto Reference Library <http://bit.ly/1H8kaLZ>.

Toronto Life profiled a Ryerson installation, digiPlaySpace, at the TIFF Bell Lightbox, quoting **Steve Daniels**, Image Arts <http://bit.ly/1CB4ZeW>. The item was pitched by Public Affairs.

Photolife reported on the Ryerson Image Centre offering a free symposium open to the public, in-person or from anywhere via live streaming <http://bit.ly/1MQvbU1>.

The Toronto Star reported on the 'Speaking Your Language' program for international students, quoting **Arif Abu**, International Student Services <http://on.thestar.com/1DCdjMU>.

Irene Berkowitz, TRSM, spoke to CBC.ca about the CRTC and Canadian productions <http://bit.ly/1CsfKQV>. She contributed a piece on the topic to the Globe and Mail <http://bit.ly/1x1Qn7N>.

The Government of Canada reported that Ryerson is leading an initiative to establish a national research-driven incubator network <http://bit.ly/1MIAGEa>. The item was also picked up by Canadian Manufacturing, Yahoo News, Money Show, and BC Technology.

Global News reported on the Pet Therapy program at Ryerson, featuring an interview with counsellor **Bronwyn Dickson** <http://bit.ly/1EmrQaA>.

The Canadian Press reported on the Canadian University women's basketball championship and Ryerson's win over St. Mary's, quoting coach **Carly Clarke**. The item was picked up by Metro News <http://bit.ly/1EpGUH1>, Brandon Sun, Regina Leader-Post, Yahoo! Sports, and Brampton Guardian.

The Globe and Mail profiled Ryerson Rams player **Mike Katz** <http://bit.ly/18hNe8j>.

Marie Bountrogianni, dean, The Chang School, spoke to Metro about staying ahead of trends with continuous learning <http://bit.ly/1DeCuoM>. She was also quoted in the Toronto Sun about bouncing back after a layoff.

The Canadian Press quoted **Gavin Adamson**, Journalism, in an article about BuzzFeed setting up shop in Canada. The item was picked up by CTV News <http://bit.ly/1x0Y5PK>, Winnipeg Free Press, Victoria News, 680 News, Durham Region and Penticton Herald.

The Globe and Mail quoted Ryerson researcher **Gregory Taylor** on the topic of the CRTC rewriting Canadian content quotas for television <http://bit.ly/1wzATHz>.

Sean Sedlezky, manager of program design, spoke to the Globe and Mail about careers in retail buying <http://bit.ly/1BBBBDj>.

Share profiled alumna and YWCA Woman of Distinction Award recipient **Teriano Lesancha** <http://bit.ly/1L670oZ>. The Toronto Star featured Ms Lesancha's unique project bringing Maasai-inspired jewelry to Bloor Street <http://on.thestar.com/1G4TmiU>. Share also reported on the Viola Desmond Day celebrations <http://bit.ly/1Fi62kW>.

Sara Thompson, Criminology, appeared on TVO's The Agenda discussing de-radicalization.

Cynthia Holmes, TRSM, spoke to CTV News about the Canadian debt level.

Marion Coomey, RTA, spoke to Canadian Press about rapper Shad being named host of CBC's Q. The item was picked up by the Montreal Gazette, CP24, Newstalk 610, Durham Region, and Epoch Times.

DMZ-based entrepreneur **Robleh Jama** contributed a piece to Fast Company about how his app appeared in an Apple ad <http://bit.ly/1b2kuC1>.

Ratna Omidvar, executive director, Global Diversity Exchange, spoke to the Guelph Tribune about immigration issues <http://bit.ly/1KVIh6H>.

Architect magazine profiled the Snøhetta-designed Student Learning Center, an item pitched by Public Affairs <http://bit.ly/1aWkK5z>.

TechVibes featured DMZ-based startup Voovo <http://bit.ly/1aWkV0G>.

CTV News Toronto reported on a yoga event at Ryerson campus to raise money for arthritis research.

Prepared by Communications, Government and Community Engagement.