

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

Time	Item	Presenter/s	Action	Page(s)
5:00	1. IN-CAMERA DISCUSSION (Board Members Only)			
5:15	2. IN-CAMERA DISCUSSION (Senior Management Invited)			
	END OF IN-CAMERA SESSION			
6:10	3. INTRODUCTION			
	3.1 Chair's Remarks	Janice Fukakusa	Information	
	3.2 Approval of the September 29, 2014 Agenda	Janice Fukakusa	Approval	
6:15	4. PRESIDENT'S REPORT	Sheldon Levy	Information	27-33
6:25	5. SECRETARY'S REPORT	Julia Shin Doi	Information	
6:30	6. REPORT FROM THE PROVOST AND VICE PRESIDENT ACADEMIC			34-39
	6.1 New Appointments at the University Dr. Thomas Duever Dr. Marie Bountrogianni Dr. Darrick Heyd Dr. Saeed Zolfaghari Dr. Ann Cavoukian Carrie-Ann Bissonnette	Mohamed Lachemi	Information	40-41
	6.2 Provost's Report - The Academic Year Ahead	Mohamed Lachemi	Information	42-47
	6.3 Academic Plan: Our Time To Lead - 2014-2019	Mohamed Lachemi	Information	
6:55	7. DISCUSSION ITEMS			
	7.1 Major Capital Expansion (materials to be brought to	Paul Stenton	Information	

the table)

	7.2	Student Learning Centre Update and Presentation	Julia Hanigsberg Amy Casey Carrie-Ann Bissonnette	Information	48-66
7:15	7.3	REPORT FROM THE CHAIR OF THE EXECUTIVE COMMITTEE			
	7.3.1	Committee Membership 2014-15	Janice Fukakusa	Information	67
	7.3.2	Board Re-Appointment 2014-15	Janice Fukakusa	Information	68
7:20	7.4	REPORT FROM THE CHAIR OF THE EMPLOYEE RELATIONS AND PENSION COMMITTEE	Mitch Frazer		
	7.4.1	Ryerson Retirement Pension Plan Valuation Report and Filing of Report with Regulators	Christina Sass-Kortsak	Approval	69-99
	7.4.2	Appointment of the Actuary for the Ryerson Retirement Pension Plan	Christina Sass-Kortsak	Approval	100-101
	8.	CONSENT AGENDA			
	8.1	Approval of the June 23, 2014 Minutes	Phyllis Yaffe	Approval	102-107
	9.	FOR INFORMATION			108-136
	9.1	Annual Board Assessment Executive Summary 2014-15			
	9.2	Ryerson Achievement Report			
	9.3	Alumni Election to the Board 2014 Report Results			
	9.4	Board of Governors Work Plan 2014-15			
	9.5	Ryerson University Senate Dates 2014-15			
	9.6	Ryerson University Common Abbreviations			
7:30	10.	TERMINATION			
		NEXT MEETING OF THE BOARD – November 24, 2014			

Ryerson University
President's Update to the Board of Governors
September 29, 2014



Everyone Makes a Mark

In memoriam – Ryerson mourns the loss of G. Raymond Chang on July 27, 2014 with deepest regard for his kindness and his legacy. From 2006 to 2012 he was “the students’ Chancellor” for his interest, encouragement and support. He was renowned and respected for the depth of his humanity and the breadth of his contributions; appointed an Officer of the Order of Canada this summer “for his achievements as a business leader and for his generosity in support of education, health care and entrepreneurship.” A Celebration of Life Reception was held on August 9th at the Mattamy Athletic Centre, uniting the community in tribute.

Board of Governors Welcome – I am pleased to welcome new and returning members to the 2014-15 academic session, including alumni representatives elected this summer – Abe Snobar (Ted Rogers School of Retail Management '08) and Rhiannon Traill (Arts & Contemporary Studies '08) – and offer very best wishes for a great year.

Student Orientation – Although it seems I say this every Fall, it is absolutely true: Orientation gets bigger and better every year. The energy of students excited to be at Ryerson is fantastic and just keeps growing, and I would like to express my admiration and thanks to the team organizing the activities and providing a warm welcome, help and guidance for our wonderful new students.

President's National Entrance Scholarships – Canadian secondary school graduates who demonstrate academic accomplishment (minimum 90% average), leadership qualities, original thought and creative ability are eligible for scholarships valued at \$10,000 per year for four years (renewable with a CGPA of 3.67). We are proud to welcome the 2014-15 recipients:

- **ARTS:** Nathan Day (92.83%), Burlington, ON – Arts & Contemporary Studies
- **FCS:** Erika Hood (96.50%), Sharon, ON – Nursing
- **FCAD:** Ryan Tapley (97.00%), Mazerolle Settlement, NB – Performance Acting
- **FEAS:** Maryam Setak (95.83%), Toronto, ON – Aerospace Engineering
- **FOS:** Sadia Mehmood (90.00%), Whitby, ON – Biomedical Science
- **TRSM:** Patrick Vipond (96.66%), Utterson, ON – Accounting & Finance

Fall Convocation – I am pleased to share the list of honorary doctorate recipients for Fall 2014, with special thanks to the Awards and Ceremonials Committee for its work. It is a pleasure to connect with nominees, who respond with enthusiasm and pride in accepting the honour.

- *Faculty of Community Services:* Shafique Keshavjee – Surgeon, medical innovator, director of lung transplant program and thoracic surgery research, senior scientist in regenerative medicine (Toronto General Hospital – Division of Thoracic Surgery); Doctor of Science.
- *Faculty of Engineering & Architectural Science / Faculty of Science:* Hayley Wickenheiser – dual sport/dual season Canadian Olympian, world class award-winning hockey player, sport influencer, humanitarian; Doctor of Laws.
- *Ted Rogers School of Management:* Bonnie Patterson – current President and CEO Council of Ontario Universities; former Ryerson Dean of Business and President of Trent University; business professor, postsecondary leader, feminist, humanitarian; Doctor of Laws.

DMZ #5 in the world, #1 in Canada - The Digital Media Zone was ranked fifth in the world by the University Business Incubator (UBI) Index, a Swedish research initiative, up from 25th last year. UBI reviews more than 300 university-affiliated business incubators in 67 countries on an annual basis, using 60 key performance indexes. In its June 2014 report the DMZ ranked highest among Canadian universities, and was recognized as “an exceptional incubator that generates outstanding economic impact and performs strongly against global benchmarks, especially on economic enhancement indicators – signifying that entrepreneurs at the DMZ perform much better than the global average, benefitting from higher growth and survival rates.”

Student Learning Centre – Anticipation is rising in the media as the project nears completion. The *New York Times* on September 3rd called it “a gem on stilts.” In his *Toronto Star* column on August 22nd, Christopher Hume called the SLC “a landmark ever since the exterior glazing first went up some months ago...Ryerson’s long awaited Yonge Street debut, its new face, one no one will forget” and described its impact with the words: “The message is simple: Come in.”

Ryerson Image Centre – Special thanks to Chancellor Lawrence Bloomberg for hosting the opening of *DISPATCH: War Photographs in Print, 1854-2008* (until Dec. 7th) marking the centennial of the First World War. Tracing the evolution of war photography over 150 years, the exhibition compares original prints with reproductions in magazines and other sources. This perspective exposes the photographs not as windows to the world, but as editorial decisions that cropped and sequenced war photographs to suit their publications and readership. On September 15th *Maclean’s* wrote: “In a year packed with exhibitions marking the Great War’s anniversary, creating something original and unforgettable is a challenge. But *Dispatch* manages to do it. Far more than a show documenting combat history, it is a brilliant exercise in disproving a notion we often take for granted: that war photographs are faithful documents of the past.”

Remembering The Real Winnie: The World’s Most Famous Bear Turns 100 (Nov. 5-Dec. 7) On Aug. 24th, 1914, Canadian soldier and veterinarian Harry Colebourn (1887–1947), bought an orphaned bear cub he named Winnie after his Winnipeg hometown. Harry took Winnie to England where she became his regiment’s beloved pet, but gave her to the London Zoo for her safety when he was deployed to France – where she was a popular attraction and met A.A. Milne and his son Christopher Robin Milne – and *Winnie the Pooh* was born. Items from the Colebourn Family Archive, courtesy of great-granddaughter Lindsay Mattick, are being shared for the first time, with students, alumni and faculty co-developing the project. Opportunities to promote *Remembering Winnie* have arisen with the invitation to Ms. Mattick by the National Arts Centre Orchestra to join the WWI Commemorative tour of the UK, including a concert at the London Zoo beside Harry and Winnie’s statue, and Winnie the Pooh reading on the Salisbury Plain.

Congratulations –

- Constance Sugiyama, distinguished visiting scholar at the Ryerson Law Research Centre, received the Order of Canada for achievements as a lawyer and extensive civic engagement.
- Ann Cavoukian, Executive Director of the Ryerson Institute for Privacy and Big Data was named one of Canada’s 50 Most Powerful Business People by *Canadian Business* magazine.
- Julia Shin Doi, General Counsel and Secretary of the Board of Governors, is the new chair and president of the Ontario Chapter of the Canadian Corporate Counsel Association and a member of the National Executive Committee.
- John Honderich, (Doctor of Laws *honoris causa* ’08) lifelong newspaperman, Canadian media giant and Chair of TorStar Corp. has been named to the Canadian News Hall of Fame.

- At the annual Canadian Association of College and University Student Services (CACUSS) conference in June, Stephen Kassim (Politics and Governance '14) won the Student Leader Award and Dr. Su-Ting Teo, Ryerson's Director of Student Health and Wellness, received the organization's highest distinction, the CACUSS Award of Honour, for leadership in postsecondary mental health.
- At the 2014 Canadian Association of University Business Officers (CAUBO) Annual Conference Ryerson received two 2nd Place Awards, for "Bonfire: A new "Best Practice" tool for the Competitive Bid (RFx) Evaluation Process," a Ryerson-Wilfrid Laurier collaborative project spearheaded by Janice Winton, Chief Financial Officer and Assistant Vice-President Financial Services, and led by Mary-Anne O'Brien, Director, Purchasing and Payment Services; and for the Financial Services Certificate Program, led by Diane Winiarz, Director, Client Services, a team effort including managers and directors from each unit.
- At the 2014 Canadian Council for the Advancement of Education (CCAEE) Annual Conference Ryerson received two Prix d'Excellence Silver Awards, for Best Alumni Initiative with the multimedia campaign "Welcome to the Family," spearheaded by Meredith Jordan, Manager, Alumni Marketing & Communications and Erin MacDonald, Alumni Relations Officer, Students and Recent Alumni; and Best Writing (English) won by Andy Lee, Communications & Marketing Officer, Yeates School of Graduate Studies, for "Bee-ing the Change" the Winter 2014 Ryerson University Magazine cover story about Ryerson social innovation, including a beekeeping initiative with farmers in Kenya.
- Lisa Haley, Varsity Women's Hockey head coach, has been honoured as the 2014 Ricoh Sport Awards Coach of the Year, a program that recognizes the outstanding achievements of athletes, coaches, officials, sponsors and volunteers from Nova Scotia.
- Former Rams hockey player Jamie Wise and new hockey recruit Kevin Cutting have joined two National Hockey League (NHL) prospect camps: Wise was named to the Chicago Blackhawks rookie tournament roster, and Cutting will suit up for the Florida Panthers.

Research and Social Innovation – Ryerson is shaping the discourse on current challenges. Recent examples having an impact and attracting widespread media attention include:

Terry Fox Research Institute – A three-year \$2-million grant to increase the effectiveness of chemotherapy and radiation therapy using ultrasound and magnetic resonance imaging has been awarded to Dr. Gregory Czarnota, director of the cancer research program at Sunnybrook Research Institute and chief of Radiation Oncology at Sunnybrook's Odette Cancer Centre, and Dr. Michael Kolios, professor of Physics and Canada Research Chair in Biomedical Applications of Ultrasound at Ryerson. One of three GTA projects funded, the investment was announced by the Terry Fox Research Institute on the occasion of the 34th annual Terry Fox Run.

Sun at Work – A \$1.2 million grant from The Canadian Partnership Against Cancer (CPAC) has been awarded to project lead Dr. Thomas Tenkate, Director of the School of Occupational and Public Health. The collaborative, pan-Canadian research initiative is investigating levels of sun exposure and protective measures used by outdoor workers. Part of CPAC's Coalitions Linking Action and Science for Prevention (CLASP) initiative, partners include public and non-profit agencies across Canada, such as Sun Safe Nova Scotia, Alberta Health Services, Save Your Skin Foundation, the Centre for Research Expertise in Occupational Disease, and the Occupational Cancer Research Centre. Student research assistants and interns will be involved in helping prepare research methodology and ethics review applications.

EPA Grant with UMass – Dr. Eric Liberda, School of Occupational and Public Health, is a member of the team awarded \$700,000 by the U.S. Environmental Protection Agency for a three-year project measuring indoor air quality in tents used by Native subsistence hunters in the subarctic North. Led by Dr. Richard Peltier, Amherst School of Public Health and Health Sciences at the University of Massachusetts, the UMass press release announcing the grant notes this is “*one of the few environmental health science teams qualified to do this research*” that will recruit study participants from among First Nation Omushkego Cree members at Fort Albany on the shores of James Bay. Families may travel hundreds of kilometers to remote areas as they follow the wild ducks and geese, and the harvested game are smoked in tents by community members. The scientists will analyze particulate matter and trace gases in the indoor air, collect lung function and blood pressure data, and test participants for metabolites of wood smoke and inflammation markers, with the goal of identifying relatively easy-to-use techniques to reduce indoor air pollution, while protecting traditional ways of life.

Boreal Ecosystems – An international research team led by Cambridge University has published a study in the journal *Nature Communications* on the relationship between forest vegetation and aquatic life in boreal ecosystems. Dr. Michael Arts, Department of Biology and Chemistry, joined Dr. Andrew Tanentzap from Cambridge’s Department of Plant Sciences in analyzing yellow perch from Sudbury’s Daisy Lake comparing watersheds with varying degrees of forest coverage. The study shows that forest debris washing into freshwater lakes supplements the diets of fish that feed on zooplankton, making them larger and stronger, and areas stripped of once lush forest yield smaller and more susceptible fish. The research offers compelling evidence of the need to protect terrestrial landscapes from human disturbance such as logging, mining, and forest fires from climate change in the interest of bolstering aquatic food chains. Freshwater fish are the preeminent source of omega-3, long-chain fatty acids shown to benefit visual, cardiovascular and neural health, and constitute the main diet of many global communities.

Maytree Foundation – The Ryerson Maytree Global Diversity Exchange is a new partnership spearheaded by Dr. Wendy Cukier, Vice-President Research and Innovation, that will develop a program of research, evidence-based practices, and business processes and public policy to improve the inclusion of immigrants and racialized minorities. The Exchange will be housed at the Ted Rogers School of Management’s Diversity Institute, and Ratna Omidvar, president of Maytree, will serve as Executive Director. The initiative builds on the longstanding relationship of initiatives DiverseCity and DiversityLeads, and will bring 4 additional projects to Ryerson: DiverseCity onBoard, HireImmigrants, Cities of Migration and Flight and Freedom. The partnership will provide opportunities for students to advance engagement in diversity studies.

NPower Canada – Ryerson is working with NPower Canada, to provide youth with no-cost proven training for skilled, in-demand information technology (IT) jobs, with Dr. Wendy Cukier, Vice-President Research and Innovation, appointed to the NPower Canada Board. Starting this November, NPower Canada will deliver its Technology Service Corps Canada (TSC) program to 25 Toronto area youth on campus, with Ryerson providing space and TD Bank donating equipment to help the students achieve and excel. CivicAction, a founding partner of NPower Canada, launched its companion initiative *Escalator: Jobs for Youth Facing Barriers* supported by the Ontario Minister of Children and Youth Services, and NPower Canada will also work with corporate and community partners. As Canada’s first Ashoka Changemaker Campus and a

city builder, hosting NPower Canada reflects the university's focus on diversity, youth employment and jobs that respond to societal need.

Ryerson Urban Water – Ryerson specialists in the natural sciences, engineering, policy, and socio-economic sectors held a series of events this summer working with the Consulate General of The Kingdom of the Netherlands to foster bilateral cooperation on critical water challenges, including the first annual Ryerson Urban Water Day raising awareness of water issues in the city; sponsorship and participation in the annual Canadian Water Summit with experts from industry, government and academia; hosting the Wetskills Canada Challenge matching students from Canada, USA. and The Netherlands with local water experts to find solutions to water problems; and a workshop at Ryerson on watershed phosphorous recovery and reuse initiated by the Ministries of the Environment and Agriculture. With the leadership of Dr. Imogen Coe, Dean of the Faculty of Science, RUW's long-term goal is international leadership in urban water education, research and innovation, and community engagement.

Eco-informatics database – The Datong Cultural Arts and Recreation Centre in China's Shanxi province will benefit from a joint research venture between Dr. Lesley Campbell, Department of Biology and Chemistry, and Toronto-based Loh Architects Associates Inc. The Centre is being built in a city that suffers heavy pollution from coal-fired power plants, and the architects have proposed a natural air-refreshing system that will be most effective at filtering pollutants. The eco-informatics database will include plants identified by Dr. Campbell and her team as suitable for sustainable building projects that integrate green air filtration systems, and will be a reference for professional firms looking to include cost-effective solutions for green architectural projects.

parktrees.ca – The Ryerson Urban Forestry Research & Ecological Disturbance (UFRED) Group led by Dr. Andrew Millward, Geography, has launched *parktrees.ca*, with funding from Park People, a Toronto-based non-profit organization dedicated greening the city, and support from the Ivey Foundation. The mobile web app allows users to click each tree in the database to learn environmental benefits such as annual amount of carbon stored, air pollution removed, and storm water runoff mitigation, and allow individuals to rate the tree's condition, such as canopy coverage and damaged branches or bark. To date the app includes data on trees in three Toronto locations – the Ryerson urban forest, Grange Park near the AGO, and Earls court Park near St. Clair and Lansdowne, with expansion to many more parks under development.

Fashion Victims: The Pleasures and Perils of Dress in the 19th Century (Bata Shoe Museum) Research on 'fashion and harm' by Dr. Alison Matthews David, School of Fashion, has inspired the exhibit co-curated with Bata Shoe Museum senior curator Elizabeth Semmelhack featuring more than 90 artifacts – beautiful and exquisite clothing, shoes, hair accessories, advertisements, cartoons, tableaux – and their impact on both the wearers and makers of 19th-century fashions. Skin-irritating mauve dyes made with toxic coal tar sludge, the arsenic-copper blend that created a lustrous green hue adored by Victorian women, bootwax containing carcinogenic nitrobenzene, top hats steamed into shape using mercury, and airy under-skirt crinolines responsible for 3,000 documented cases of fire death in England in the 1850's and 1860's are brilliantly displayed. The exhibition is described by the *Globe and Mail* as "a nuanced discussion of social progress that is neither frivolous nor scolding, celebrating the luxurious but not naively; acknowledging the harm of inequality without moralizing about the aesthetic itself or condemning vanity."

hitchBOT – A remarkable research phenomenon captured the imagination of Canada and the world for a national road trip. Co-creators Dr. Frauke Zeller, Ryerson School of Professional Communication and Dr. David Harris Smith, Department of Communication Studies and Multimedia at McMaster University, conceived hitchBOT as an experiment in human-robot interaction and artificial intelligence technologies that asked 'Can robots trust humans?' Built from an old beer-cooler bucket, foam pool noodles and wellington boots, its head encased in a transparent cake saver with an LED-lit smiley face, hitchBOT's family included Dr. Ebrahim Bagheri, Assistant Professor in Electrical and Computer Engineering at Ryerson University, and Dr. Frank Rudzicz, Assistant Professor in Computer Science at the University of Toronto, along with their Research Assistants in communication, multimedia, and mechatronics. Relying solely on hitchhiking to reach its destination, it was picked up just two minutes after being left on a roadside in Halifax on July 27th. Over three weeks, at least 18 rides, and more than 6,000 km hitchBOT found its way westward across forests, mountains and prairies, making stops to fish and camp, dance at a wedding, attend a First Nations drum circle, and have high tea in Victoria, its final stop, posing for countless photos along the way. The journey went global, and hitchBOT became a viral sensation, with more than 35,000 followers on Twitter and over 40,000 likes on Facebook. Fans appeared to find a sense of national pride in the journey, inspired perhaps by hitchBOT's observation: "Common knowledge suggests Canadians are very helpful." The experiment has led to an outpouring of interest in the research, with an invitation to the 2014 Silicon Valley Technology Innovation & Entrepreneurship Forum Agenda in late September.

CARIC Board of Directors – Vice-President Research and Innovation Dr. Wendy Cukier has been appointed to the inaugural 2014-15 Board of Directors for the Consortium for Aerospace Research and Innovation in Canada (CARIC), a non-profit organization promoting collaboration in the development of advanced technologies for the Canadian aerospace community.

President's Membership on Committees and Boards 2014-15

Council of Ont Univs: Executive Committee, Government & Community Relations Committee
Board of Directors, Toronto Waterfront Revitalization Corporation
Advisory Council, Toronto Region Board of Trade
Board of Governors, Trails Youth Initiatives
Board of Directors, Pathways to Education Canada

from the President's Calendar

June 17, 2014: Keynote speaker, COU Council on University Planning and Analysis conference

June 19, 2014: Ryerson hosted breakfast with Ashoka Founder & CEO Bill Drayton, and Susan Pigott, Executive-in-Residence, Ashoka Canada

June 20, 2014: Presentation on Ryerson development to Ontario Ministry of Transportation

June 23, 2014: Innovation Conference at DMZ for Ministry of Ontario Attorney General

June 25/26, 2014: London (UK) meeting with Kit Malthouse, Deputy Mayor for Business & Enterprise; Reception with Ryerson alumni; meeting with Canadian Deputy High Commissioner Alan Kessel; and meeting with Eric Van der Kleij, Director of Level39

July 3, 2014: Ryerson hosted a visit to DMZ by Dr. Suzanne Fortier, Principal of McGill University, and Dr. Pierre Dumouchel, Director General, Université du Québec

July 14/15, 2014: Startup Cape Breton event at Cape Breton University; visit to Innovacorp and tour of Volta Labs; dinner hosted by Dalhousie University, Halifax

July 31, 2014: DMZ tour with John Knubley, Deputy Minister, Industry Canada

August 21, 2014: Alan Hamel (RTA '57) and Suzanne Somers hosted a special reception for RTA School of Media alumni, and students in Los Angeles for the *RTA in LA* program

August 28, 2014: Law Society of Upper Canada Reception recognizing the launch of the Law Practice Program (LPP)

September 18, 2014: Ryerson hosted a delegation from the Nanjing University of Aeronautics and Astronautics for a campus visit and discussion about potential academic collaboration

Recognition for Ryerson EDI – It is especially meaningful to launch the new academic year by offering congratulations to the Office of Equity, Diversity and Inclusion on receiving a ‘top ten’ 2014 International Diversity Innovation Award from the *Profiles in Diversity Journal* for the highly popular and very successful Soup & Substance series. Ryerson leadership on EDI continues to grow, with Dr. Denise O’Neil Green, Assistant Vice-President/Vice-Provost Equity, Diversity and Inclusion, profiled in the *Amöi (Diversity At Its Best) Magazine* Spring/Summer 2014 issue.

WELCOME

- **Bernie Lucht**, one of the Canadian Broadcasting Corporation’s (CBC) most accomplished radio producers, has been appointed a Distinguished Visiting Professor with the RTA School of Media in the Faculty of Communication & Design. For over five decades Lucht served as executive producer of some of CBC Radio One’s most popular programs including *Writers & Company*, *Tapestry* and *Ideas*, and was also instrumental in the annual production of *The CBC Massey Lectures* in partnership with the University of Toronto, House of Anansi Press and universities across Canada. At Ryerson, he will engage with RTA students through guest lectures and mentorship on their radio productions, and will help foster the school’s international media development initiative, a program that enables students to earn academic credit while working with local media partners in a developing country.
- **Dr. James Turk**, former Executive Director of the Canadian Association of University Teachers (CAUT), has been appointed a Distinguished Visiting Professor in the School of Journalism, Faculty of Communication & Design. For 20 years a faculty member in the Department of Sociology at the University of Toronto, he is currently an adjunct research professor at Carleton University’s Institute of Political Economy. Recognized as one of Canada’s leading champions of academic freedom his most recent book, *Academic Freedom in Conflict: The Struggle over Free Speech Rights in the University*, was published in 2014. At Ryerson he will organize a seminar series addressing questions and issues around freedom of expression in education, journalism, writing and publishing, law, research and science; and work with the Ryerson Journalism Research Centre.

APPOINTMENTS

- **Dr. Darrick Heyd**, Department of Chemistry and Biology, has been appointed Senior Advisor to the Provost on academic space planning, providing strategic recommendations to ensure informed decision-making related to academic space and working with academic units on new space needs as well as renovations and alterations. He played a central role in the creation of the Faculty of Science, and was appointed Associate Dean, Undergraduate Science Programs and Student Affairs when the faculty was established in 2012. In 2013 he received the Errol Aspegvig Outstanding Academic Leadership Award, recognizing his dedicated commitment to science, student success and outreach.

- **Dr. Eric Kam**, Department of Economics, has been appointed Director of the Learning and Teaching Office. He served as undergraduate program director for Economics for seven years, and in 2013 was appointed as the teaching chair for the Faculty of Arts. He has a longstanding record of service on departmental, faculty and university committees, and is a current member of Ryerson University Senate. He has been twice nominated for TVO's *Big Ideas Best Lecturer*, and received the prestigious President's Award for Teaching Excellence in 2013.
- **Dr. Saeed Zolfaghari**, Department of Mechanical and Industrial Engineering, has been appointed Interim Vice-Provost, Faculty Affairs (VPFA). Since 2010, he has served as Senior Advisor to the Provost on academic space planning, and has played a pivotal role in Ryerson's partnership with St. Michael's Hospital, leading the negotiations with the hospital to develop a 15,000-sq.ft. biomedical engineering and science research facility at the Li Ka Shing Knowledge Institute.

ACADEMIC DEVELOPMENT

Strategic Mandate Agreement – On August 7th the Ministry of Training, Colleges and Universities announced that 2014-2017 Strategic Mandate Agreements (SMAs) have been concluded with all publicly assisted colleges and universities following discussions on the policy framework for differentiation. The SMA between Ryerson University and the Government of Ontario confirms Ryerson as a comprehensive innovation university, and reflects the direction of *Our Time to Lead*, the academic plan approved by Senate this spring. Ryerson is noted for its support for interdisciplinary thinking and innovation; collaboration with industry, the public, and non-profit sector; and its distinctive “zone” model of entrepreneurial education. Ryerson is recognized for its unique role as a city-builder, its focus on professional accreditation and experiential learning, contributions to urban ecosystem research, support for online/distance education and adult learning, and access for underrepresented groups. The SMA identifies five proposed areas of program growth: Innovation and Entrepreneurship, Design and Technology, Management and Competitiveness, Creative Economy and Culture, and Health and Technology.

Law Practice Program (LPP) – On August 25th the inaugural class of over 250 law graduates from across Canada and beyond received a welcome to the Ryerson Law Practice Program from the Chief Justice of Ontario, the Honourable George Strathy, LPP Executive Director Chris Bentley, and representatives of the Law Society of Upper Canada, the Ontario Bar Association and members of the legal profession. The Law Society of Upper Canada awarded the LPP to Ryerson in November 2013 as an innovative alternative to traditional articling in fulfillment of licensing requirements to practice law in Ontario, and over 100 lawyers contributed to the design and delivery of the 4-month training program, with more participating as employers for the 4-month work placement that follows. The experiential, interactive LLP approach will benefit from Ryerson's core strengths, including responsive and collaborative education, adapting online learning tools to professional career training, and the integration of legal education into the curriculum of many undergraduate and graduate programs.

Professional Master's Diplomas (PMDip) – The Yeates School of Graduate Studies is introducing a new credential providing practical education in niche subjects within a compact timeframe to meet evolving demand. New programs include Professional Master's Diplomas in Aerospace Design Management (starting Fall 2014), Dietetics (2015), Enterprise Information, Security,

Privacy and Data Protection (Winter 2015) and Energy and Innovation (pending approval from the Ontario Universities Council on Quality Assurance). The PMDip program is a Ryerson strategy responding to the needs of a diverse graduate community with a set of credentials that is advanced, flexible, and can be completed in a year or less.

TRSM Co-op Education – The Ted Rogers School of Management is building on leadership in experiential and career-ready education to become a major player in co-operative education, with the expansion of its co-op program for the 2014/15 academic year. The first group eligible for co-op work terms in May 2015 will be second-year students in two programs: Accounting and Finance, and Hospitality and Tourism. Over the next three years, TRSM will launch 11 co-op education programs, covering all full-time TRSM Bachelor of Commerce degree programs/majors offered by Accounting and Finance, Hospitality and Tourism, Business Management, and Retail Management, with the goal of having 16 per cent of all students enrolled in co-op by 2017. The program will offer the competitive advantage of providing an opportunity to gain 20 months of real world experience before graduation, exploring various industries and working alongside professionals. TRSM co-op students will be supported by the Ryerson Office of Co-operative Education, TRSM Career and Employer Partnership Centre, faculty advisors and administrators.

PARTNERSHIP

FCAD & Sheridan – The Faculty of Communication & Design has announced a partnership between Ryerson University and the Sheridan Institute of Technology and Advanced Learning in which qualified graduates from the existing two-year diploma programs in either Journalism-Broadcast or Print at Sheridan are now eligible for consideration for admission as second-year students in the Ryerson Bachelor of Journalism program. In 2015, the agreement will also apply to a new two-year integrated diploma at Sheridan in Multi-Media Journalism. The expectation is that the first transfer students admitted under this arrangement in September 2014 will be graduating from the four-year Bachelor of Journalism program in no more than three years thanks to Sheridan transfer credits. Based on the experience gained in admitting this initial group, and on a careful review of one another's courses, the two institutions have agreed on accelerated admission considerations under which specified Sheridan results will be accorded predetermined equivalency credits. The two institutions will collaborate closely to ensure the successful integration of Sheridan students into the Ryerson program. At the end of the initial five-year period, Ryerson will complete a careful review of the agreement, identifying any impediments to its success, and will work with Sheridan to enhance the agreement going forward. The agreement is a milestone in journalism education between two leading educational institutions in Canada, a remarkable opportunity not just for Sheridan and Ryerson but for students interested in strengthening their career development.

Ryerson & Level39 – On June 26th Ryerson University and Level39, London's technology accelerator space and Europe's largest in the finance, retail and future cities sectors, signed a friendship agreement which opens new opportunities for collaboration, improved access into Canadian and European markets, and soft-landings for globally-minded entrepreneurs. Through the agreement members of Level39, based in Canary Wharf London UK, and members of the Digital Media Zone at Ryerson, will have access to the space and startup support at each other's facilities, enabling international business development and growth. The agreement with Level39

will create a bridge between Canada and the United Kingdom offering a range of exciting new opportunities for students, entrepreneurs and innovators. Level39 works with early-stage businesses that have potential for high-growth, and helps members create, test, market and deliver scalable world-class financial, retail and future cities technology, products and services. The partnership was praised for recognizing that collaboration between the technology sector and leading entrepreneurial academic establishments is key to the continuation of a thriving innovation ecosystem, and both institutions are focused on youth employment and driving forward the already booming entrepreneurial community. UK Trade & Investment (UKTI), which works with UK based businesses to ensure their success in international markets, noted that this is the first major accord between Level39 and a Canadian academic institution.

FACULTY DISTINCTION

- Three Ryerson researchers were selected by the Royal Society of Canada as members of the first contingent of the RSC College of New Scholars, Artists and Scientists fostering an interdisciplinary approach to issues facing society:

Dr. Sepali Guruge, Daphne Cockwell School of Nursing, Director of the Immigrant and Racialized Women's Health Project, a new investigator at the Canadian Institutes of Health Research, co-director of the Centre for Global Health and Health Equity, and co-lead at the Centre for Research and Education on Violence Against Women and Children.

Dr. Alexandra Mazalek, RTA School of Media, Canada Research Chair in Digital Media and Innovation, researching the cutting edge of cognitive science particularly in the field of human-computer interaction.

Dr. Catherine Middleton, Ted Rogers School of Information Technology Management, Canada Research Chair in Communications Technologies in the Information Society, researching the benefits to society from increasing connectivity.

- Four Ryerson scholars have received Early Researcher Awards to advance their work:

Dr. Catherine Beauchemin, Physics, aims to modernize antivirals to combat influenza, including the issue of combinations and stockpiles to address drug-resistant strains.

Dr. Roberto Botelho, Chemistry and Biology, is investigating lysosome organelles within the cell for a better understanding of infectious, inflammatory, and autoimmune diseases.

Dr. Naomi Koerner, Psychology, is studying generalized anxiety disorder (which strikes approximately 12% of Canadians) by testing two new cognitive training interventions.

Dr. Julia Spaniol, Psychology, will use brain imaging to research how stable mental functions (motivation, emotion) can help improve lifelong cognitive functions.

- The Chang School Digital Education Strategies (DES) team won the 2014 Sloan-C Effective Practice Award from the Online Learning Consortium for 'Lake Devo,' an online role-play learning environment that teaches collaborative problem-solving within a real-world context.
- Dr. Mehrunnisa Ali, School of Early Childhood Studies, has been named the 2014/15 Ryerson Fellow at Massey College and plans to work on a book analyzing structural and cultural issues related to Canadian immigrant integration from a post-colonial perspective.

- Dr. Greg Elmer, RTA School of Media, received the Kelly Thomas Award for Best Social Commentary for his first feature film *Preempting Dissent* at the 10th Annual Action on Film International Film Festival in California, and the film has also been selected to screen at the upcoming Unspoken Human Rights Film Festival in New York.
- Prof. George Kapelos, Architectural Science, has received a grant from the Canada Council program to advance public conversation about Canadian architecture for an exhibition on the impact of the 1958 Toronto City Hall competition on Canadian architectural culture.
- Dr. Sri Krishnan, Electrical and Computer Engineering, Canada Research Chair in Biomedical Signal Analysis, has been named a Fellow of the Canadian Academy of Engineering, among the nation's highest academic awards for engineers, for the breadth of his achievements.
- Dr. Kelly McShane, Psychology, has received a 2014 Peter Armstrong Community Award of Excellence from the Renascent Foundation for leadership with community agencies and graduate student education advancing addiction awareness and treatment.
- The Metallurgy and Materials Society (MetSoc) has honoured Dr. Ravi Ravindran, Mechanical and Industrial Engineering, with the 2014 MetSoc Distinguished Materials Scientist Award recognizing contributions to the advancement of materials engineering in Canada.
- Dr. Sean Wise, Ted Rogers School of Business Management, was chosen 2014 Mentor of the Year by Startup Canada in the program's inaugural year from regional winners across Canada.
- *Transform*, the Faculty of Communication & Design 2012-13 Annual Review, made the podium twice – for Cover Design and Best of Canada – as a Best of Category Grand Winner at the International ARC Awards competition, winning distinction the second year in a row.

STUDENT ACHIEVEMENT

- Joey Jakob, PhD candidate in Communication and Culture, was awarded The Beaverbrook Media@McGill Prize for Best Student Paper at the Canadian Communication Association 2014 Annual Conference for "War Photography After Abu Ghraib: A Preliminary Analysis."
- Anthony Lombardi, PhD candidate in Mechanical Engineering, was awarded a Doctoral Scholarship for outstanding research contributions on reducing distortion in aluminum engine blocks by the Metallurgy and Materials Society (MetSoc).
- James Steenberg, PhD candidate in the Environmental Applied Science & Management program, has received a Fulbright Canada Student Award and will study sustainable urban forest ecosystems at the USDA Forest Service's Syracuse research unit.
- MBA students Katherine French and Angela Holzer won 1st place in the Banana Republic Grad Student Challenge in San Francisco in competition with more than 300 teams from around the world, prevailing over UCLA and the University of San Diego for their campaign engaging customers in Gap Inc.'s "*This Way Ahead*" program for at-risk youth.
- Tanveer Singh (3rd yr Biology) was selected to attend the World Science Conference-Israel (WSCSI) in Jerusalem this summer as one of eleven students representing Canada at a 5-day educational experience with leading scientists and Nobel laureates from around the world.

ALUMNI SUCCESS

- Two Ryerson graduates were honoured with 2014 Toronto Arts Foundation Awards: Philip Akin (Theatre '75), founder and Artistic Director of Obsidian Theatre, received the William Kilbourn Award for the Celebration of Toronto's Cultural Life; and Jordan Tannahill (Image Arts '11) filmmaker and multidisciplinary artist, won the \$10,000 Emerging Artist Award.
- Edward Burtynsky (Image Arts '82) and Ryerson Image Centre advisory board member, will be featured in the second Canadian photography stamp series being issued by Canada Post. "Railcuts #1," shot in 1985, explores Burtynsky's trademark link between industry and nature.
- Filipe Masetti Leite (Journalism '11) completed a 2-year long 16,000-km journey on horseback riding through 10 countries from Calgary to his home town of Espirito Santo do Pinhal, Sao Paulo, Brazil to draw attention to the illegal drug war in Latin America.
- Kyle Marren (Architectural Science '14) won 1st Place in the Association of Collegiate Schools of Architecture (ACSA) Steel Design Student Competition for "Interjection," a project to address political turmoil with unifying green spaces and a canopy that bridges the territorial gap between Spain and Gibraltar and encourages the sharing of ideas, culture and the human experience.
- The 2014 Toronto International Film Festival (TIFF) featured films by Ryerson graduates:
 - Short Cuts Canada program
 - Jordan Tannahill (Image Arts '11) *Father*
 - Scott Brachmayer (Image Arts '10) *Kajutaijuq: The Spirit That Comes*
 - Andrew Cividino (Image Arts '06) *Sleeping Giant-Géant Endormi* (also Talent Lab program)
 - Grayson Moore (IMA'14) *Running Season*
 - Discovery program
 - Pat Mills (Image Arts '02), director of the feature-length film *Guidance*
 - TIFF Docs
 - Dmitry Saltykovsky (RTA'14) associate producer, *Red Army*

Academic Administrative Appointments**Dr. Marie Bountrogianni, Dean, The G. Raymond Chang School of Continuing Education**

Marie began her five-year term as Dean of The G. Raymond Chang School of Continuing Education on July 1st, 2014 after serving as Interim Dean since July 1st, 2013. She brought her experience in academic, political and social service to The Chang School in 2011 as a distinguished visiting scholar, and was appointed a research fellow in 2012. Her focus on employment opportunities for Canadian youth, immigrants and persons with disabilities actively engages partners in connecting research to results. A former Ontario cabinet minister in several portfolios, she introduced the Accessibility for Ontarians with Disabilities Act (AODA) which established Ontario as a world leader in accessibility. Her teaching at Ryerson includes political psychology and guest lecturing in a number of courses, conferences and events, as well as having taught previously at McMaster University, Wilfrid Laurier University, Seneca College and the Ryerson School of Early Childhood Education.

Dr. Thomas Duever, Dean, Faculty of Engineering and Architectural Science

Tom began his five-year appointment as Dean of the Faculty of Engineering and Architectural Science on August 1st, 2014. He is a highly respected senior academic administrator, award-winning teacher, and internationally recognized scholar and researcher who joins us from the University of Waterloo. Among his achievements at Waterloo, he was instrumental in the multidisciplinary nanotechnology undergraduate program, the only one of its kind in North America, the growth of master's and doctoral programs, and the establishment of the University of Waterloo Dubai campus in the United Arab Emirates. He oversaw the creation and realization of 'E6' – the dedicated, 5,400 square metre state-of-the-art chemical engineering research building – and the move of faculty members into Waterloo's renowned Quantum Nano Centre.

Dr. Saeed Zolfaghari, Interim Vice Provost, Faculty Affairs

Saeed began his term as interim vice-provost, faculty affairs on August 1, 2014. Saeed, who has been at Ryerson for 15 years, brings to this position outstanding experience in academic administration. Since 2010, he has served as the provost's senior advisor on academic space planning. He played an instrumental role in Ryerson's partnership with St. Michael's Hospital, leading the negotiations with the hospital to develop a 15,000-sq.ft. biomedical engineering and science research facility at the Li Ka Shing Knowledge Institute. A professor in the Department of Mechanical and Industrial Engineering, Saeed joined Ryerson in 1999 from JDS Uniphase Canada Ltd. where he was a senior industrial engineer. For eight years, he was program director of Industrial Engineering where he played a key role in the areas of department administration, curriculum development, faculty and staff hiring and performance assessment, and quality assurance.

Dr. Darrick Heyd, Senior Advisor, Academic Space Planning

Darrick began his three-year appointment as the provost's senior advisor on academic space planning on August 1, 2014. This role provides strategic recommendations to the university administration to ensure informed decision-making related to academic space and is the first point of contact with academic units for their new space needs as well as renovations and alterations. Darrick has been at Ryerson for more than 15 years, both as an academic leader and administrator. He played a central role in the creation of the Faculty of Science, and was appointed the associate dean, undergraduate science programs and student affairs when the faculty was established in 2012. He served in the same capacity in the former Faculty of Engineering, Architecture and Science. A professor in the Department of Chemistry and Biology, he was chair of the department, served on numerous faculty and university-level committees, and was a member of Ryerson University Senate. In 2013, Darrick received the Errol Aspevig Outstanding Academic Leadership Award, recognizing his dedicated commitment to science, student success and outreach.

Dr. Ann Cavoukian, Executive Director, Ryerson University Institute for Privacy and Big Data

Ann, former Ontario Information and Privacy Commissioner and Distinguished Visiting Professor at Ryerson, has been appointed Executive Director of the new Ryerson University Institute for Privacy and Big Data effective July 1st, 2014. The Institute, which will be housed within the Faculty of Science, is an important component of the university's strategies and initiatives in big data, embedding privacy by design in the development of technologies, education and training, collaboration with industry, innovation and commercialization and providing an incubation platform for start-up companies to utilize technologies for new markets and applications.

Carrie-Ann Bissonnette, Strategic Project Liaison, Office of the Provost and Vice President Academic

Carrie-Ann began her term as Strategic Projects Liaison for the Office of the Provost and Vice President Academic on June 1, 2014. This role supports the launch of the Student Learning Centre and strengthens the innovation ecosystem on campus in ways which support the new Academic Plan. Previous to this role, Carrie-Ann served as Manager of the Digital Media Zone during a period where it saw tremendous success and growth. She was recently re-elected to the Board of Governors at Ryerson University, beginning her second two-year term this fall.



The Academic Year Ahead

2014 – 2015

Mohamed Lachemi
Provost and Vice President Academic,
Ryerson University

Board of Governors
September 29, 2014

New academic administrators

Dr. Marie Bountrogianni, dean, The Chang School

Dr. Tom Duever, dean, Faculty of Engineering and Architectural Science

Dr. Saeed Zolfaghari, interim vice-provost, faculty affairs

Dr. Darrick Heyd, senior advisor on academic space planning

Additional mentions

Dr. Ann Cavoukian, Executive Director, Ryerson University Institute for Privacy and Big Data

Carrie-Ann Bissonnette, Strategic Projects Liaison

Searches in progress

Vice-provost, faculty affairs

Vice-provost, academic

Dean, Faculty of Communication & Design

New faculty members*

26 tenure stream (3 – tenure; 23 – probationary)

40 limited term

*With start dates between Jan. 1 – Dec. 31, 2014

New academic offerings

Sport Media BA

Certificates in Big Data;
Caribbean Studies

Launch of Ryerson's

Law Practice Program

250 law school graduates

Ongoing renewal of Policy 60:

Student Code of Academic Conduct

SIX ZONES:

Digital Media

Urban Energy

Fashion

Design Fabrication

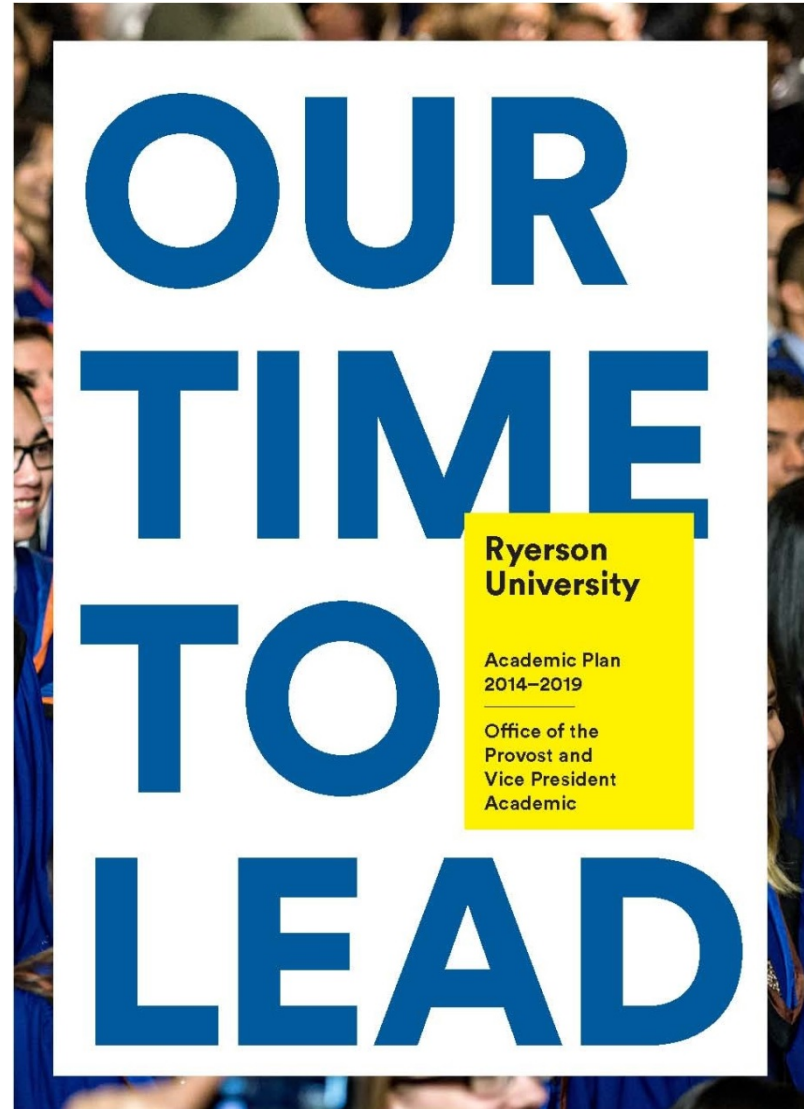
Transmedia

SOCIAL VENTURES

Zone learning expansion

Zone Learning Centre

- > **Enable greater student engagement and success through exceptional experiences**
- > **Increase research excellence, intensity and impact**
- > **Foster an innovation ecosystem**
- > **Expand community engagement and city building**



PHASE 1: Fall 2013
CONSULTATION
Future Directions

PHASE 3: Spring 2014
APPROVAL
Senate approves
June 3, 2014

PHASE 2: Winter 2014
CONSULTATION
Proposed Priorities &
Strategies

PHASE 4: Fall 2014
ROLLOUT
Local plan development

BOARD OF GOVERNORS MEETING
September 29, 2014

AGENDA ITEM: Student Learning Centre Update and Presentation

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: Information

SUMMARY:

Julia Hanigsberg will provide an update on the progress of the Student Learning Centre (Ryerson Builds Student Learning Centre (SLC) Update attached).

Amy Casey and Carrie-Ann Bissonnette from the Provost's office will present new student engagement activities for the Student Learning Centre (Student Engagement@Student Learning Centre presentation attached).

BACKGROUND: N/A

COMMUNICATIONS STRATEGY: N/A

PREPARED BY:

Name Amy Casey, Executive Director, Office of the Provost & Vice President Academic
Elisabeth Stroback, Executive Lead, Capital Projects & Real Estate

Date September 17, 2014



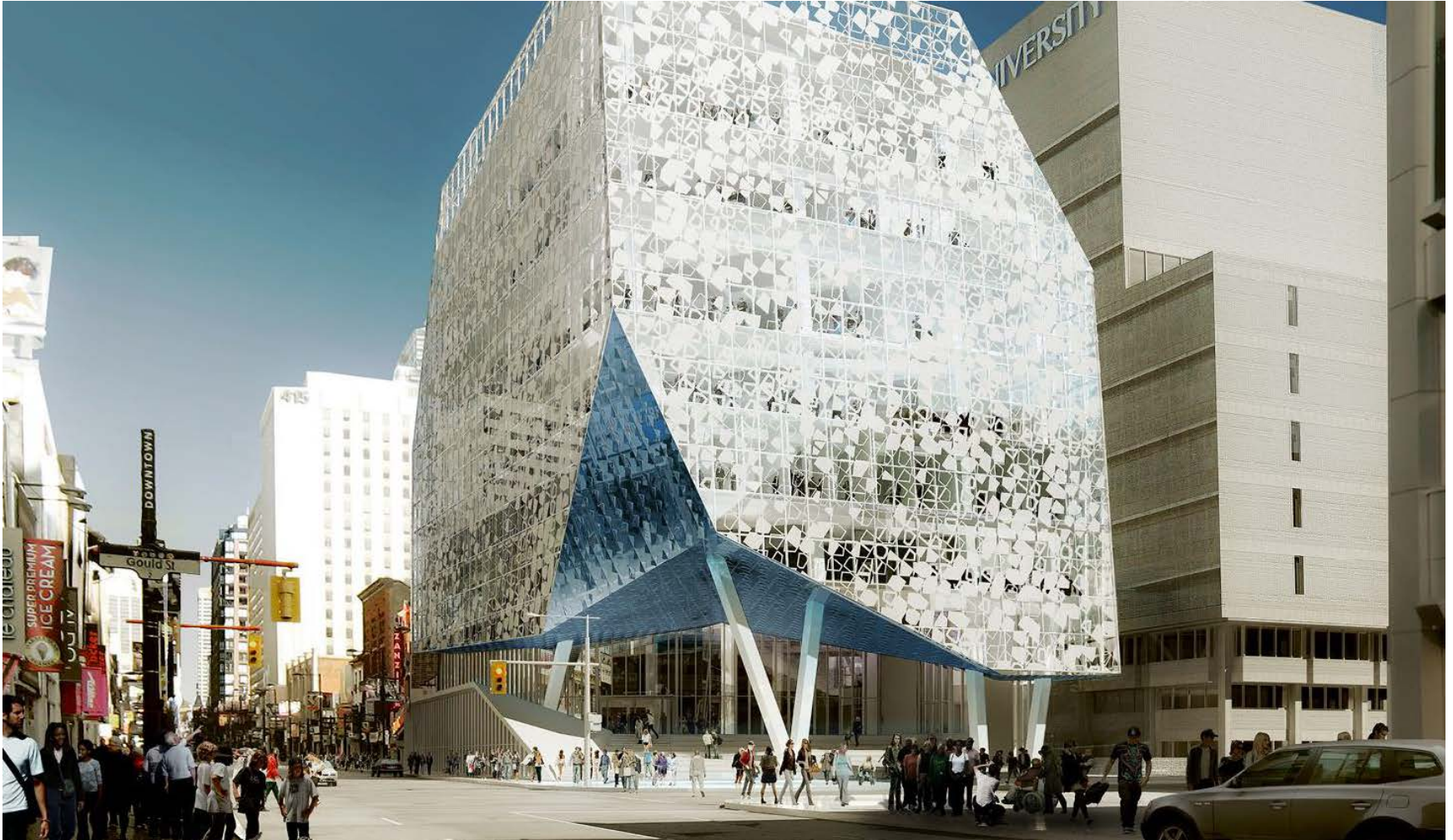
RYERSON BUILDS

Student Learning Centre (SLC) Update

Board of Governors Presentation
September 29, 2014

Prepared by Capital Projects & Real Estate
Presented by Julia Hanigsberg, Vice President, Administration & Finance

Student Learning Centre (SLC) Update



SLC - Quick Facts

Project Size:

Height:	50.92 m (167 ft)
No. Levels:	8 + mechanical penthouse
Gross Floor Area (GFA):	14,400 sm (155,000 sf)

Occupant Groups:

All Students
Digital Media Experience (Library)
Student Learning Support (Level 4)
Digital Media Zone (Level 3)
Retail (Yonge Street frontage and lower levels)

SLC - User Profile

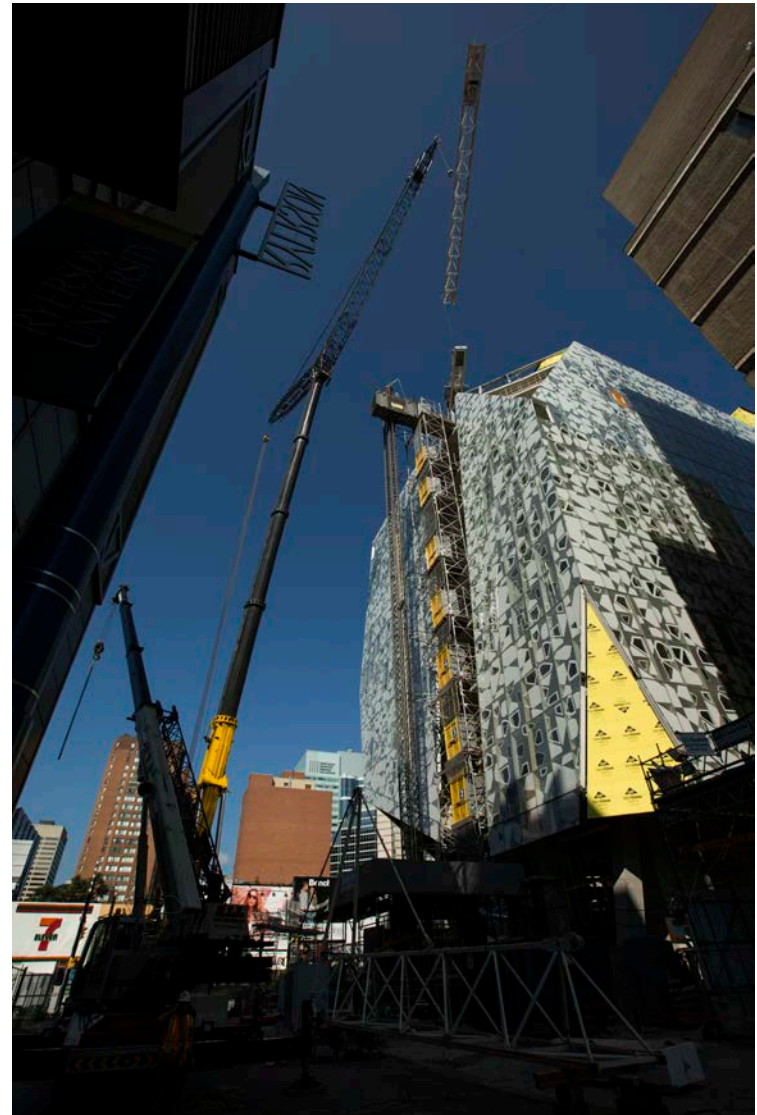


Yonge Street

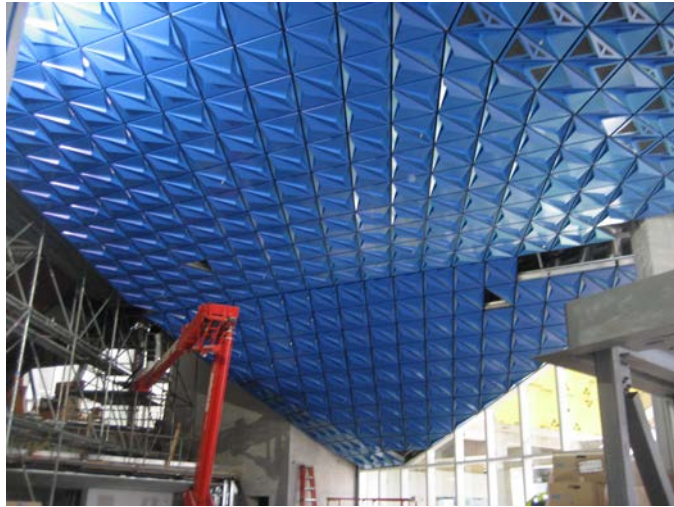


Courtesy Snohetta Architects

SLC - Progress Photos



SLC - Progress Photos



Lobby dome ceiling panels in place



Retail glazing installation in progress



Level 4 classroom bulkhead



Level 5 group study corridor

SLC - Project Timelines (current status)

Construction Substantial Completion	December 2014
Furniture Installation Starts	Early December 2014
Café Installation Starts	January 2015
Opening	Late winter/early spring (TBC)



Dome Ceiling Panels in lobby



6th Floor

UPDATE TO THE BOARD OF GOVERNORS | September 29, 2014

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STUDENT ENGAGEMENT @ STUDENT LEARNING CENTRE

Office of the Provost and Vice President Academic

Amy Casey, Executive Director

Carrie-Ann J. Bissonnette, Strategic Projects Liaison

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HISTORY of STUDENT ENGAGEMENT

What **types of study space** do you need?

- *Surveys, town halls, focus groups, pop-up tables*

What types of **study spaces** can we create?

- *Charette with students and staff*
- *Tours of libraries to benchmark*

What's the **look and feel**?

- *Choices of interior finishes, furniture and fixtures*



STUDENT ENGAGEMENT - TODAY

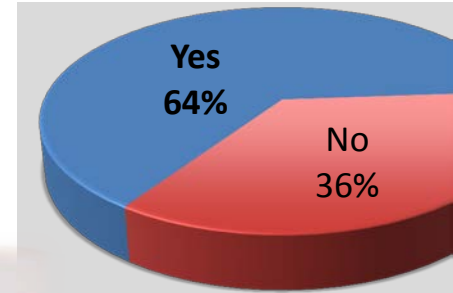


STUDENT ENGAGEMENT

LIB INVIGORATE



SURVEY



AMBASSADORS



REACH



TOURS

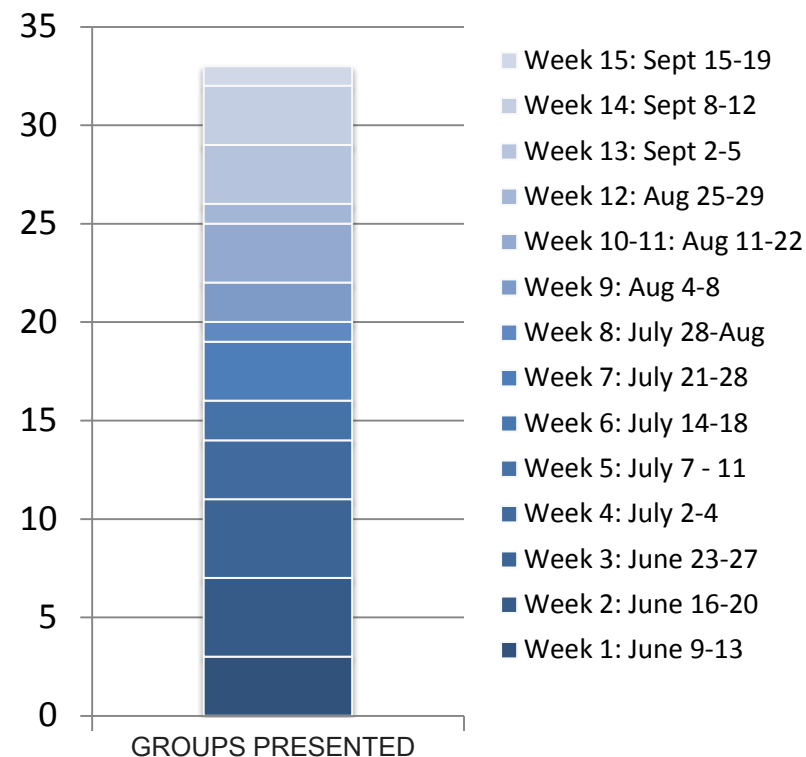
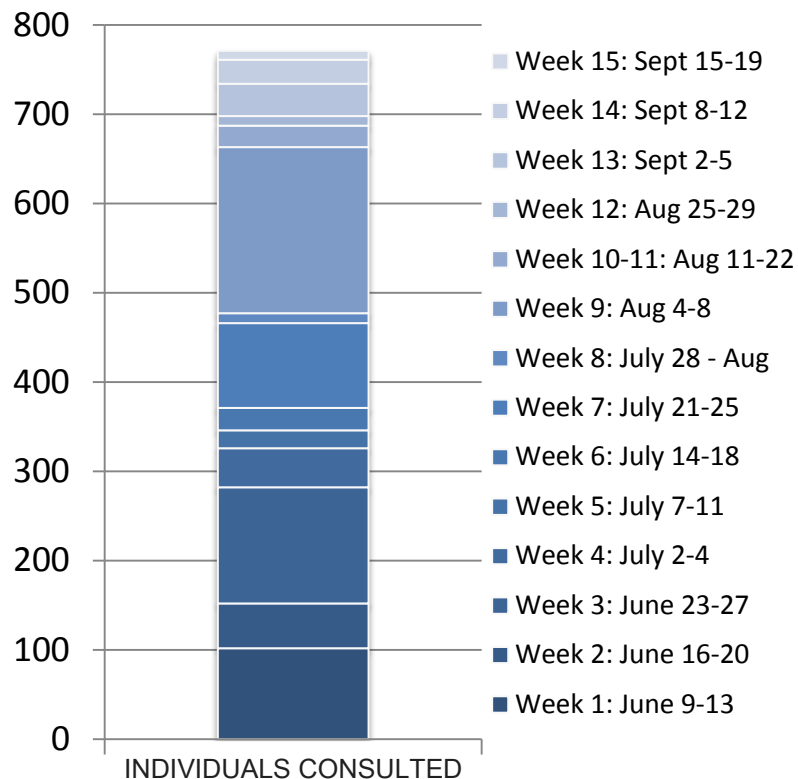


BLOG



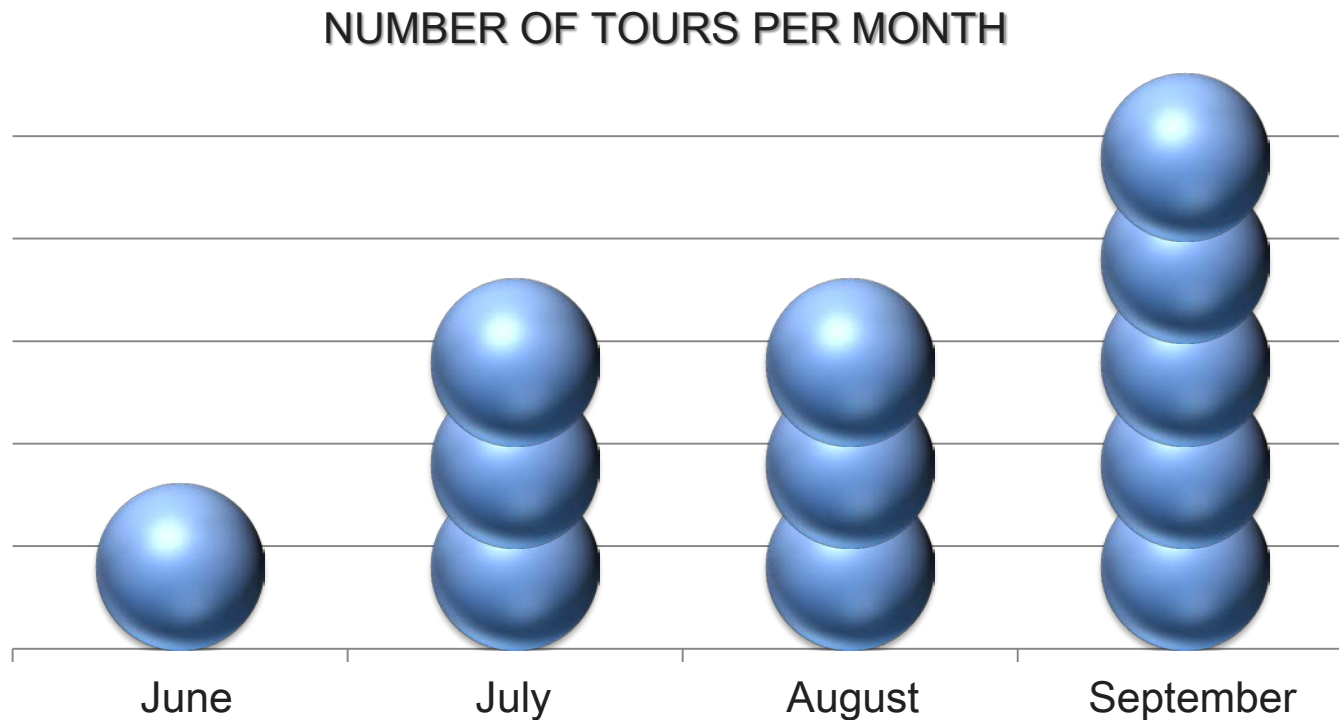
REACH to DATE

We have spoken with **750+** individuals, and introduced the Principles to **30+** groups across campus.



TOURS to DATE

There have been **12** tours for students through the SLC construction site to date with more scheduled.

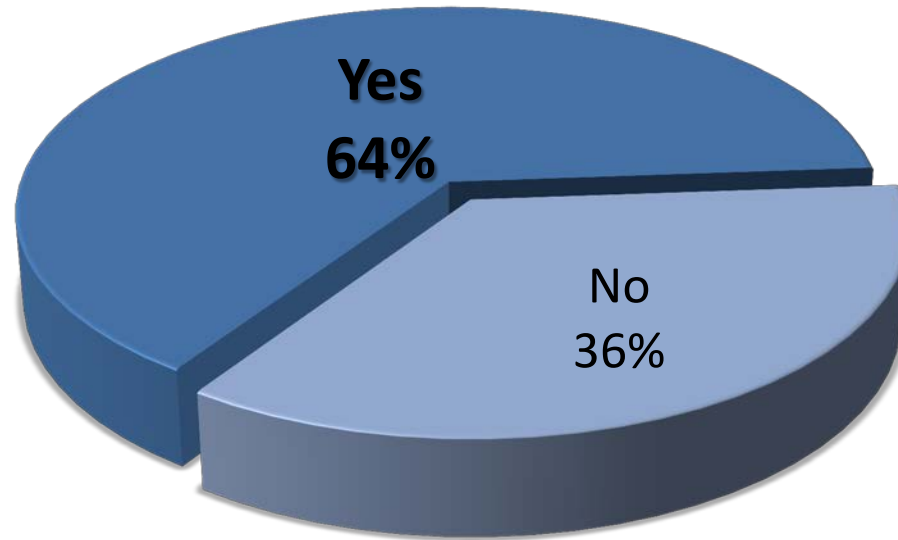


SURVEY – STUDENT FEEDBACK

Current hours of operations for the Library vary during the school year.

*Peak Hours: Opens at 7:00 a.m.
Closes at 1:00 a.m.*

Q: *Should the hours of operations for the SLC be the same as the Library?*



Results: 64% of respondents agree

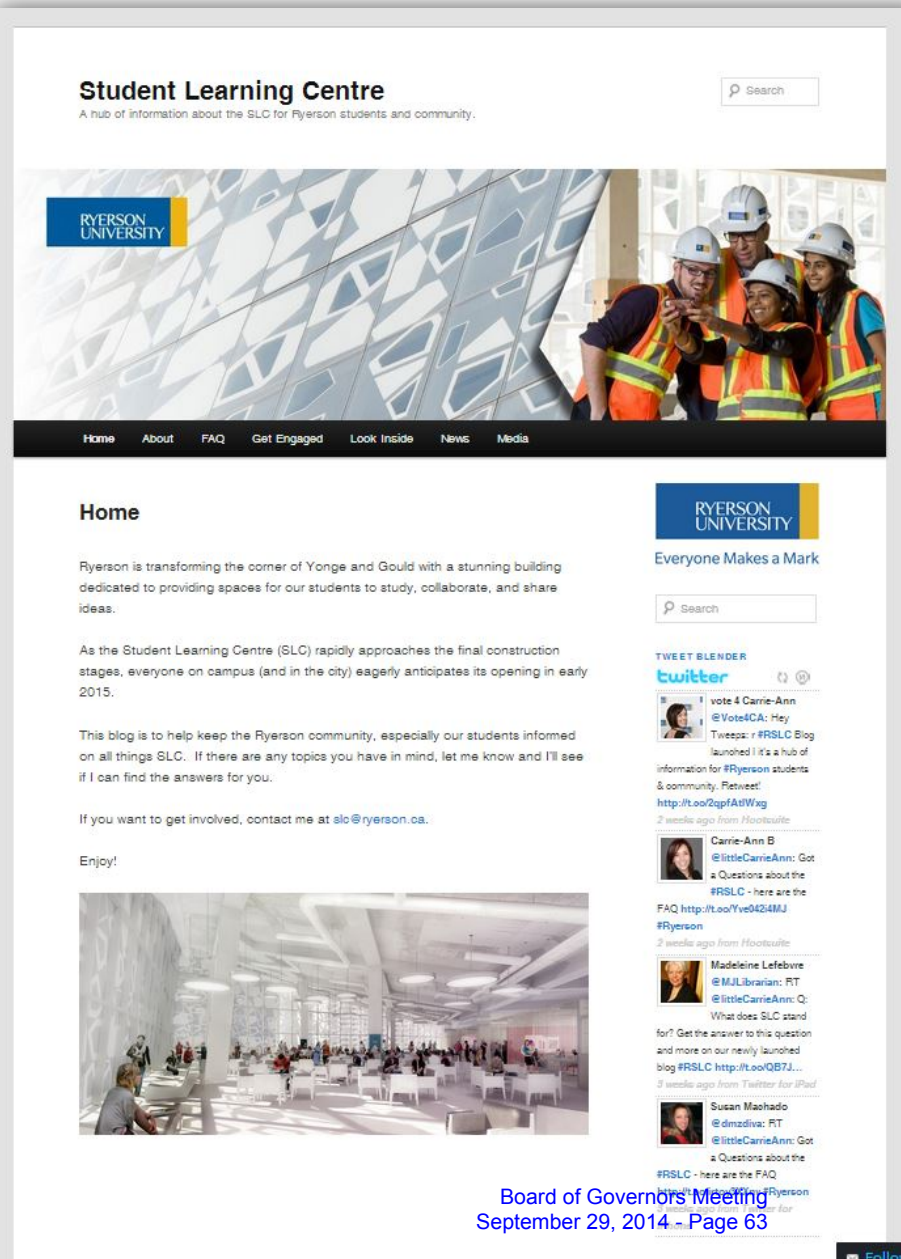
LAUNCHED: August 2014

TOPICS:

- *Look Inside: What is the SLC?*
- *SLC Principles*
- *Get Engaged*
- *FAQ*
- *Survey Results*
- *The Bridge*

STATS:

- Total unique page views: 1,121
- The 'Get Engaged' post has the most hits with the 'FAQ' page being second.
- Average session: 1mins, 30 secs



A dedicated group of students

- *building pride of place*
- *fostering student engagement*
- *animating the space*




committed to making the SLC a world-class destination

LIB INVIGORATE

made up of many smaller **'refresh'** projects led by students to help revitalize current study space and infuse the current LIB with student pride and spirit.


The Team

Founder




Linh Nguyen, Economics

Strategy Team




Jess Machado, Biology




Tara Farahani, Social Work

Outreach and Marketing Team




Karina Maynard, Arts and Contemporary Studies




Zoe Bockasten, New Media


Creative Team




Joseph Nguyen, Kinesiology




Alessia Spalvieri, TV & Broadcasting




Ellen Pitt, Journalism



James Birch, Electrical Engineering





Sammy Tangir, Environment & Urban Sustainability



Jay Bains, Politics & Governance

Design Fabrication Team



Emma Hannaford & McKayla Durant, Interior Design

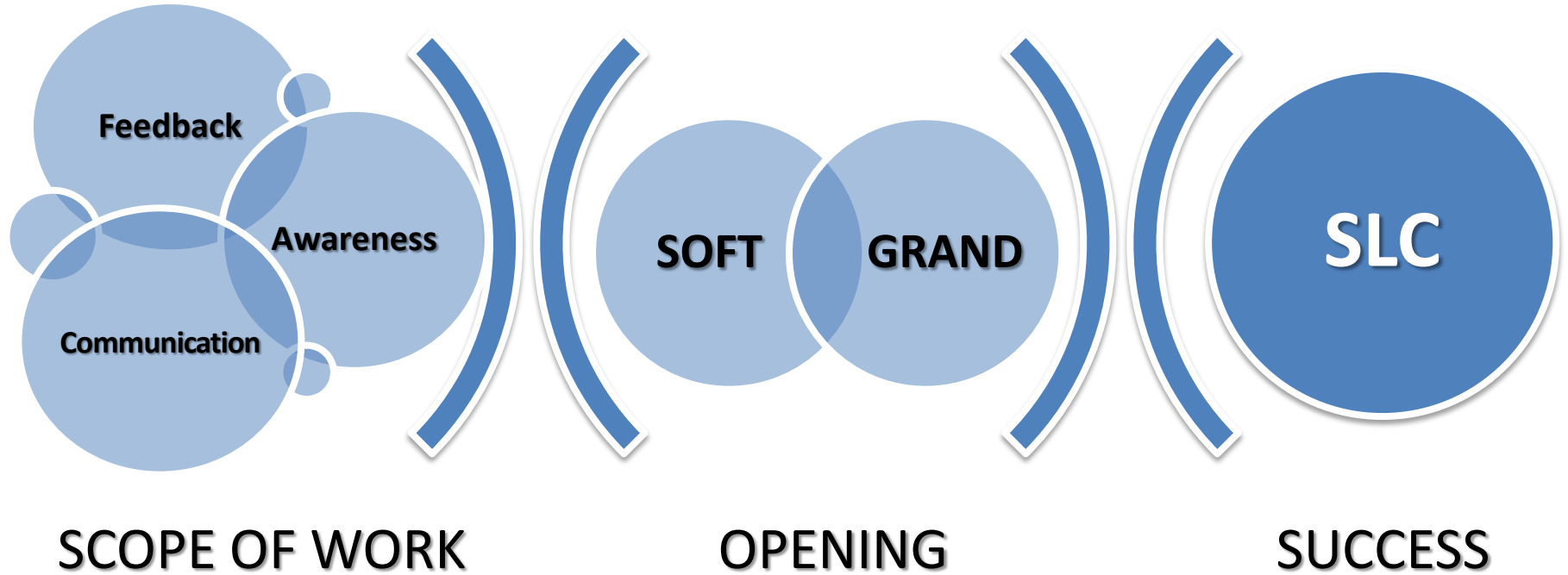
The logo for Bodhi COLLECTIVE features a stylized green leaf icon above the word "Bodhi" in a large, dark, serif font, with "COLLECTIVE" in a smaller, dark, sans-serif font below it.

The goal is to ensure the sister-towers are mirrored in a common spirit.

RYERSON
UNIVERSITY

Board of Governors Meeting
September 29, 2014, Page 68
Everyone Makes a Mark

NEXT STEPS





BOARD OF GOVERNORS MEETING
September 29, 2014

AGENDA ITEM: 2014-15 Committee Membership Appointments

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: For Information

SUMMARY: Annually the Chair and Vice Chair of the Board propose committee memberships to the Executive Committee. The Executive Committee then makes recommendations to the Board regarding membership of all standing committees, plus who will act as chair and vice chair of each standing committee. These appointments take into consideration Board members' interest and willingness to serve on the committees.

The Executive Committee acting on behalf of the Board of Governors approved the membership of the 2014-15 Committees by electronic ballot.

BACKGROUND: Annual Appointment to committees is required under the Ryerson University Board By-laws – Article 15.6 Memberships.

COMMUNICATIONS STRATEGY:

PREPARED BY:

Name C. Redmond
Date September 23, 2014

APPROVED BY:

Name J. Shin Doi
Date September 23, 2014

ADVICE TO THE BOARD OF GOVERNORS



BOARD OF GOVERNORS MEETING September 29, 2014

AGENDA ITEM: Board and Lieutenant-Governor-in-Council Re-appointments

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: Information

The Executive Committee, acting on behalf of the Board recommended the re-appointment of Michèle Maheux to the Government and approved Christopher Hilkene's re-appointment on behalf of the Board of Governors.

SUMMARY: The Executive Committee acting on behalf of the Board of Governors has recommended the re-appointment of Lieutenant-Governor-in-Council appointee Michele Maheux to the Government for a third term. This recommendation is sent to the Minister of Training, Colleges and Universities and to the Public Appointments Secretariat. The appointment is then approved by Cabinet and signed by the Lieutenant Governor.

Christopher Hilkene, who is a Board-appointed member has had his third term re-appointment approved by the Executive Committee acting on behalf of the Board.

BACKGROUND:

Michèle Maheux was appointed to the Board on December 3, 2008 and will complete her second term on December 2, 2014. Ms. Maheux has agreed to seek a third term on the Board.

Christopher Hilkene, who was appointed to the Board on October 1, 2008 and will complete his second term on September 30, 2014 has agreed to seek a third term on the Board.

COMMUNICATIONS STRATEGY: N/A

PREPARED BY:

Name: C. Redmond, Governance Officer
Date: September 23, 2014

APPROVED BY:

Name: J. Shin Doi, Secretary of the Board
Date: September 23, 2014



**BOARD OF GOVERNORS MEETING
September 29, 2014**

AGENDA ITEM: Ryerson Retirement Pension Plan Valuation Report
and Recommendation to File Report with Regulators

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: Approval

SUMMARY: Attached are the final valuation results on the financial status of the plan at January 1, 2014 prepared by the Plan's actuary, Towers Watson.

At the April 17, 2014 meeting, the ERPC confirmed changes to the mortality table (based on the Canadian Institute of Actuaries final report), the discount rate, the salary increase rate and an update to the commuted value basis. These changes resulted in an increase in liabilities of \$26.5m.

The final valuation results are unchanged from the preliminary results presented at the June 11, 2014 ERPC meeting. The surplus on a going concern basis stands at \$4.6m. It is recommended that the valuation report be filed with the regulatory authorities – the Canada Revenue Agency and the Financial Services Commission of Ontario

BACKGROUND: Valuations of the RRPP are conducted annually, and presented to the ERPC for review and approval. As part of its governance responsibilities, the ERPC decides whether to file the valuation report. As a minimum, pension valuations must be filed with the regulatory authorities once every three years. The last report filed was the January 1, 2013 valuation.

COMMUNICATIONS STRATEGY: N/A

PREPARED BY:

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

APPROVED BY:

Name Julia Hanigsberg, Vice President Administration & Finance
Date September 17, 2014



Final Actuarial Valuation Results as at January 1, 2014

Ryerson Retirement Pension Plan

Meeting of the Employee Relations and Pension Committee

by Karen Burnett

September 17, 2014

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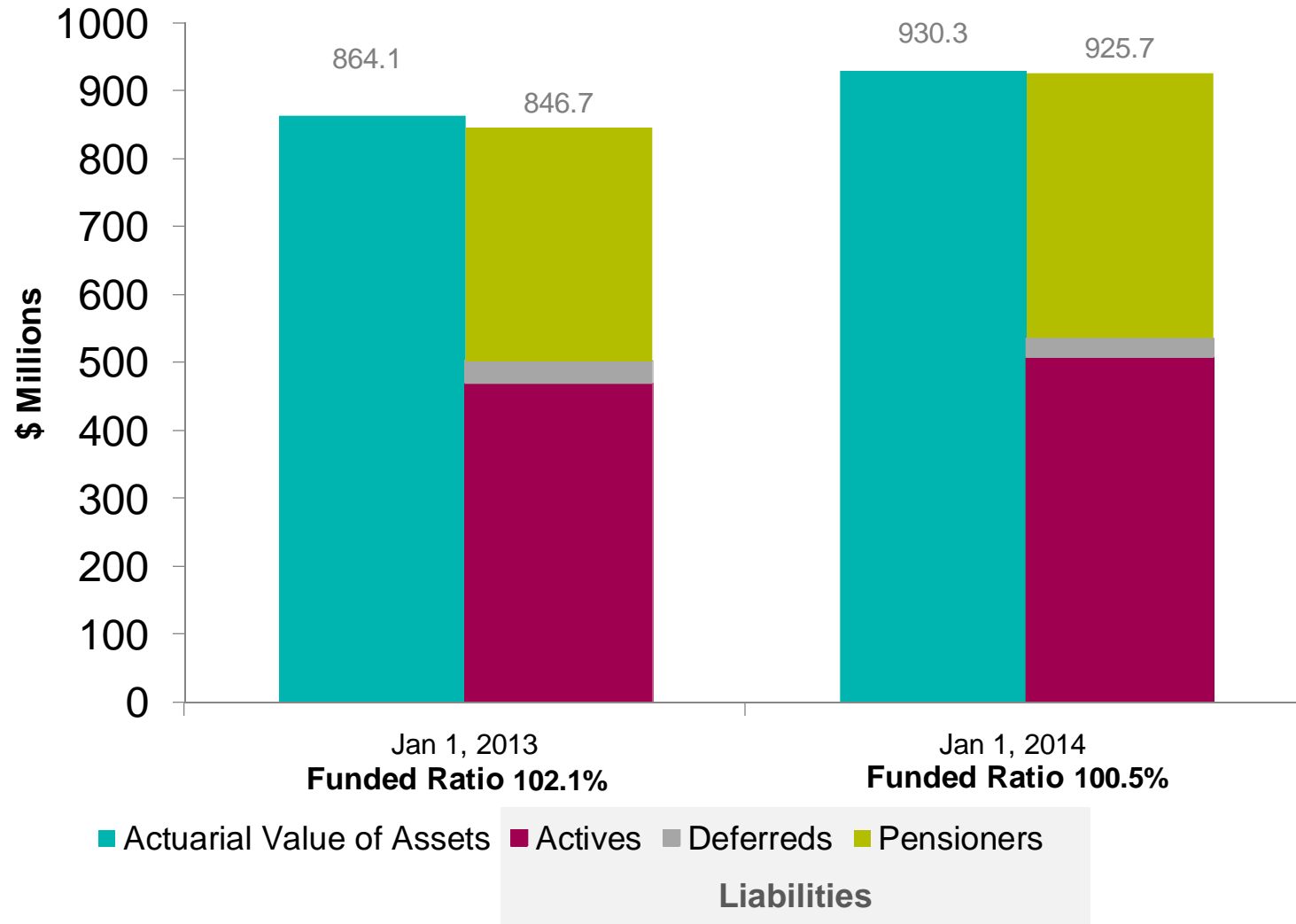
TOWERS WATSON 

Agenda

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

Final Going Concern Valuation Results

Going Concern Financial Position



Gain and Loss Analysis - Final

- No change from results presented at June ERPC meeting

<i>(in thousands)</i>	2012	2013
<i>Status of Valuation</i>	<i>Filed</i>	<i>Final</i>
Surplus Beginning of Year	\$ 53,975	\$ 17,404
• Interest on surplus (at discount rate)	3,481	1,123
• Assumption/method changes	(995)	(26,481)
• 'Return' on smoothed value different than discount rate	(32,301)	12,835
• Salary increases (higher)/lower than assumed	4,944	728
• Retirement experience	(3,295)	(547)
• Refinements in Actuarial Methodology	(5,846)	N/A
• Plan amendment	N/A	N/A
• Removal of Contribution Shortfall Reserve	N/A	N/A
• New entrant	N/A	N/A
• Other experience factors	<u>(2,559)</u>	<u>(494)</u>
Surplus End of Year	\$ 17,404	\$ 4,568

Note 1: Included in "Other experience factors"

Projections of the Funded Position

- Projections from January 2014 member and asset data
- Assumptions for projections

Projection experience

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

Actuarial assumptions for future valuations

- All assumptions for future valuations remain unchanged

Plan assumptions

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

Projections of the Funded Position

- Assumptions for projections (cont'd)

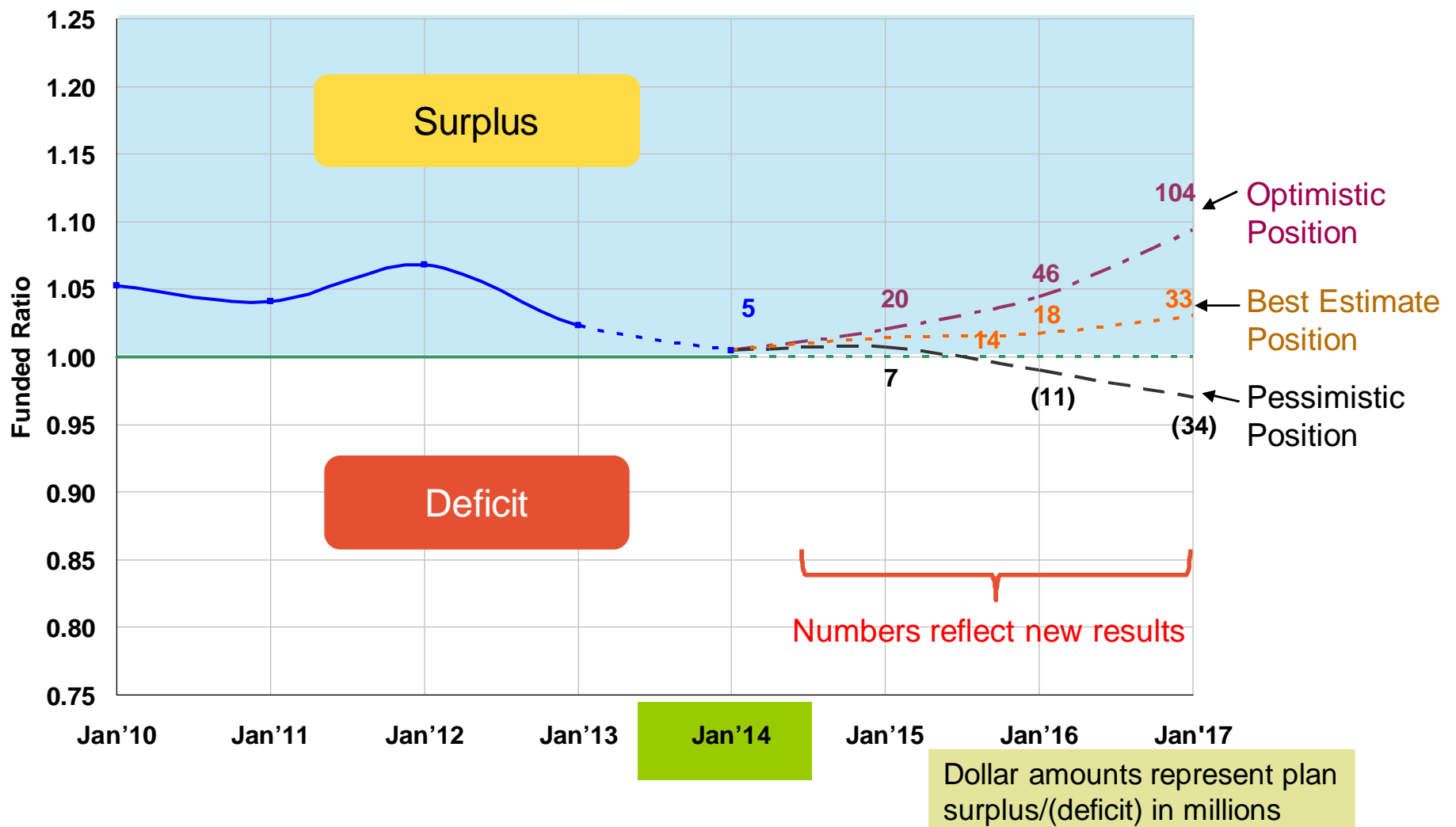
Asset manager assumptions

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

	2014*	2015	2016	2017
'Optimistic' estimate	14.0%	15.0%	15.0%	15.0%
'Best' estimate	10.5%	8.0%	8.0%	8.0%
'Pessimistic' estimate	6.8%	1.0%	1.0%	1.0%

* 2014 asset returns reflect plausible scenarios based on the year-to-date (January-June) return provided by OMERS. Projected returns for 2015, 2016 and 2017 are the 75th, 50th and 25th percentile of gross nominal returns provided by OMERS in March 2014 based on OMERS Long Term Mix.

Going Concern Funded Ratio - where we're headed



Going Concern Valuation Projection Observations

- Projections show the funded ratio will likely stay just above 100% for the next few years
- Possible events with potential impacts:
 - Experience gains/losses (e.g., a gain if salaries increase less than assumed)
 - Future changes to assumptions (e.g., pressure to lower the discount rate)
 - Other changes to plan provisions

Solvency and Wind-up Valuations

Solvency and Wind-up Valuations

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

Solvency and Wind-up Valuation Results

<i>in \$ thousands</i>	Jan 1, 2012	Jan 1, 2013	Jan 1, 2014
Wind-up assets	806,034	882,628	933,624
Wind-up liabilities	(1,131,084)	(1,208,599)	(1,235,015)
Wind-up surplus/(deficit)	(325,050)	(325,971)	(301,391)
Adjustments for			
• Asset smoothing	35,321	(19,276)	(4,099)
• Liability smoothing	96,456	89,845	4,025
• Remove value of indexing	314,774	317,901	367,774
Total adjustments	446,551	388,470	367,700
Solvency excess/(deficiency)	121,501	62,499	66,309
Transfer ratio	0.713	0.731	0.757
Regulation 14(2) ratio	0.988	0.992	1.077

Solvency and Wind-up Valuation Observations

- There is a \$301M wind-up deficit at January 1, 2014
 - If the plan were wound up on the valuation date, the assets would have been insufficient to cover the settlement value of all of the liabilities
- Smoothing assets and liabilities drops the statutory solvency position of the plan by \$74K in the January 1, 2014 funding valuation, leading to a solvency excess of \$66M
 - Therefore, if this report is filed, no special payments are required
- The transfer ratio is 0.757 at January 1, 2014
 - Ryerson must monitor this ratio on a regular basis
 - Approval must be sought from FSCO to continue to pay full commuted values if Ryerson knows (or ought to know) that the ratio drops to below 90% of the last filed ratio before the next valuation report is filed
 - If this report is filed, approval will be needed if ratio drops below 0.681 before the next valuation report is filed
- The Regulation 14(2) ratio is above 0.85 at Jan 1, 2014 (1.08 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"> Approved assumptions for purposes of preliminary valuation results
June	<ul style="list-style-type: none"> Reviewed preliminary valuation results including gain and loss analysis Reviewed projections of funded status based on preliminary results and alternative scenarios, if any 	<ul style="list-style-type: none"> Approved assumptions for final valuation Discussed 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>December 31, 2012</u>	<u>December 31, 2013</u>
Active members:		
• Number	2106	2162
• Average age	47.0	47.2
• Average credited service	9.6	9.8
• Annual payroll	\$ 201,123,000	\$ 214,470,400
• Average pay rate	\$ 95,500	\$ 99,200

Exhibit 1 - Membership Data Summary (cont'd)

	<u>December 31, 2012</u>	<u>December 31, 2013</u>
Deferred Pensioners:		
• Number	327	329
• Average age	49.3	49.4
• Total lifetime annual pension	\$ 3,082,200	\$ 2,647,800
• Average lifetime annual pension	\$ 9,426	\$ 8,048
Retired members and beneficiaries:		
• Number	886	924
• Average age	72.8	73.2
• Total lifetime annual pension	\$ 28,834,800	\$ 30,816,200
• Average lifetime annual pension	\$ 32,545	\$ 33,351

Exhibit 1 - Membership Data Reconciliation

	Active	Deferred Pensioner	Member Pensioner	Survivor Pensioner	Total	Outstanding Payments
As at January 1, 2013	2,106	327	773	113	3,319	72
• New members	151				151	
• Rehires						
• Terminated – elected a deferred pension	(33)	33				
• Terminated – elected a lump sum	(13)	(10)			(23)	(18)
• Terminated – with lump sum outstanding payment	(18)	(4)			(22)	22
• Retired	(33)	(16)	49			
• Died – without survivor pension			(4)	(6)	(10)	
• Died – with survivor pension			(6)	6		
• Died – lump sum paid		(1)			(1)	
• Died – with lump sum outstanding payment			(1)		(1)	1
• Data Corrections	2				2	
• Net change	56	2	38	0	96	5
As at January 1, 2014	2,162	329	811	113	3,415	77

Exhibit 2 - Summary of Key Going Concern Assumptions

Long Term Economic Assumptions

	January 1, 2013 (filed)	Approved for January 1, 2014
A) Inflation rate	2.25%	2.25% (BE)
B) Real discount rate for main actuarial liabilities	4.20%	4.25% (C)
C) Nominal discount rate for actuarial liabilities (A+B)	6.45%	6.50% (C)
D) YMPE increases	Inflation + 0.75%	Inflation + 0.75% (BE)
E) Salary increases	Inflation + 3% until 2018 then Inflation + 2%	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 Going Concern Assumptions (cont'd)

Long Term Demographic Assumptions

	January 1, 2013 (filed)	Approved for January 1, 2014
F) Future commuted value basis	Current CIA basis for calculating CVs Disc rate: 1.1% 1st 10 yrs then 1.3% Mortality: UP94@2012G	Same methodology Disc rate: 1.7% 1st 10 yrs then 2.3% Mortality: UP94@2013G
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	UP94 projected to [current year+8]	CPM Public Table with generational mortality improvement
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, 2013 (Filed)	Approved for January 1, 2014
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

Exhibit 2 - Summary of Key Solvency Assumptions

Long Term Economic Assumptions

	January 1, 2013 (filed)	January 1, 2014
A) Unsmoothed Discount Rates		
- Annuity Purchase	3.00%	3.80%
- Commuted Value	2.50% for 10 years, 3.70% thereafter	3.10% for 10 years, 4.60% thereafter
B) Smoothed Discount Rates		
- Annuity Purchase	4.06%	3.83%
- Commuted Value	3.10% for 10 years, 4.60% thereafter	3.20% for 10 years, 4.60% thereafter
C) Windup Discount Rates		
- Annuity Purchase	0.38%	0.15%
- Commuted Value	1.10% for 10 years, 1.30% thereafter	1.70% for 10 years, 2.30% thereafter
A) Unsmoothed Discount Rates		

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

Long Term Demographic Assumptions

	January 1, 2013 (filed)	Approved for January 1, 2014
D) Mortality	UP94 projected generationally	Same
E) Wind-up Expenses	\$775,000	Same
F) Marriage percentage at Retirement	75%	Same
G) Years By Which Male Spouses are Older	3	Same
H) Percentage of Members Settled By Commuted Value	For Active and Deferred members - 100% of members under age 55, 50% of members 55 or older; For all other members - 0%	Same

Exhibit 3 - Asset Reconciliation *(in thousands)*

Market Value of Assets as at January 1, 2013	\$	883,403
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Receipts:

• Contributions			
◦ University service cost	\$	16,844	
◦ University other contributions		398	
◦ Members' required contributions		16,747	
◦ Members' other contributions		526	
◦ Transfers-in		<u>731</u>	\$ 35,246
• Investment return			<u>56,331</u>
• Total receipts			\$ 91,577

Disbursements:

• Benefit payments:			
◦ Pension payments	\$	30,159	
◦ Lump sum settlements		<u>5,648</u>	\$ 35,807
• Investment expenses			3,803
• Non-investment expenses			<u>971</u>
• Total disbursements			\$ 40,581

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

Exhibit 3 – Assets With and Without Smoothing

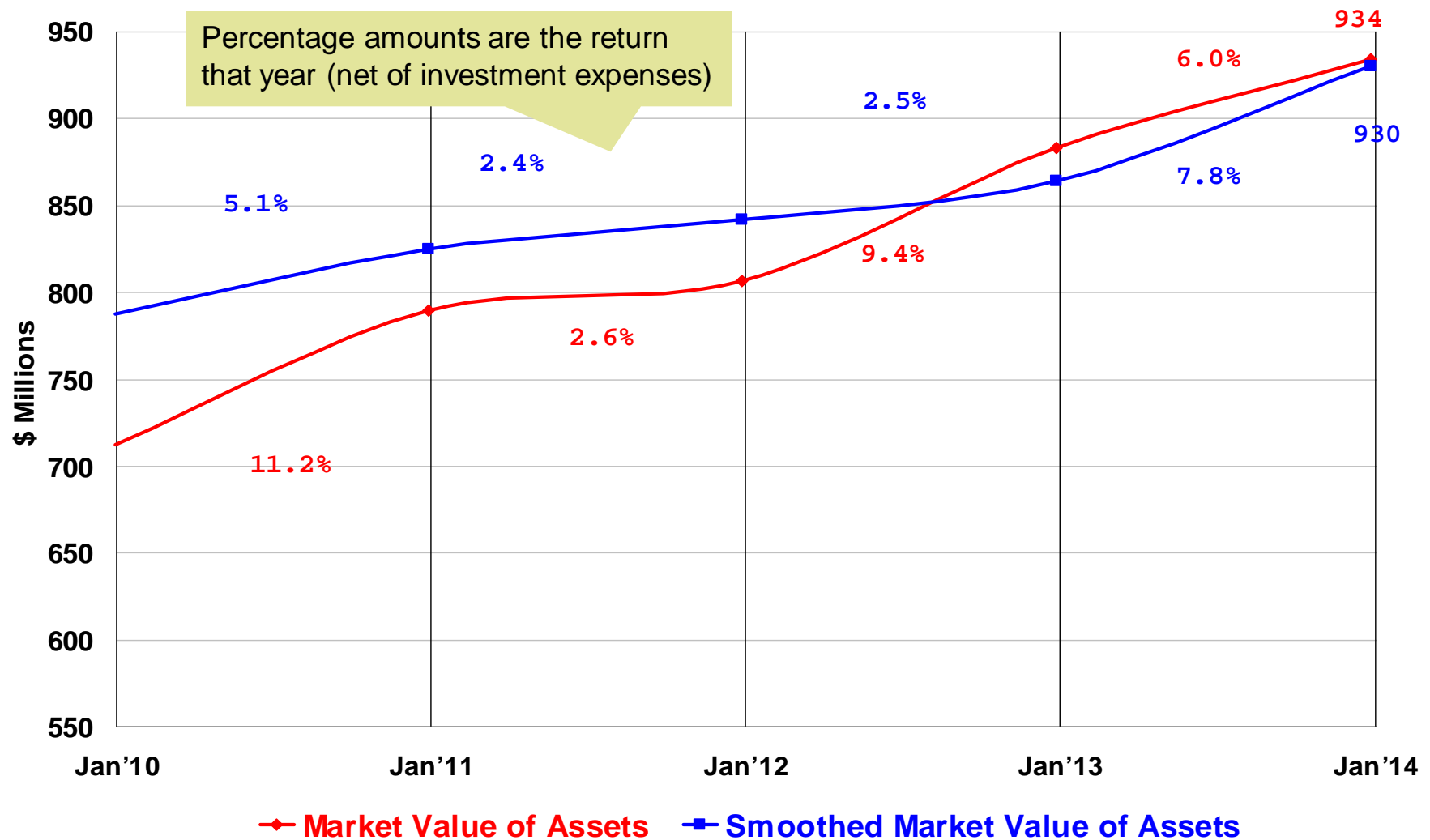


Exhibit 4 - Detailed Going Concern Valuation Results

<i>(in thousands)</i>	Jan 1, 2012	Jan 1, 2013	Jan 1, 2014
<i>Status of Valuation</i>	<i>Filed</i>	<i>Filed</i>	<i>Final</i>
Smoothed Market Value of Assets	\$ 842,130	\$ 864,127	\$ 930,300
Accrued liabilities for:			
• Active members	\$ 445,476	\$ 469,269	\$ 507,377
• Pensioners and beneficiaries	314,615	344,479	388,923
• Deferred pensioners	<u>28,064</u>	<u>32,975</u>	<u>29,432</u>
Total Accrued Liabilities	\$ 788,155	\$ 846,723	\$ 925,732
Surplus	\$ 53,975	\$ 17,404	\$ 4,568
Funded Ratio	107%	102%	100%

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, 2014 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 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, 2013 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 results of the January 1, 2014 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



Ian Markham
Fellow of the Canadian Institute of Actuaries

Toronto, Ontario
September 17, 2014

DRAFT RESOLUTION

RE: ACTUARIAL VALUATIONS: January 1, 2014

BE IT AND IT IS HEREBY RESOLVED:

THAT the report on the Actuarial Valuations for the Ryerson Retirement Pension Plan (RRPP) as at January 1, 2014, be approved for filing with the regulatory authorities by September 30, 2014.

September 29, 2014



BOARD OF GOVERNORS MEETING
September 29, 2014

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

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: For Review and Recommendation for Approval

SUMMARY: Appointing the Actuary of the Ryerson Retirement Pension Plan is one of the governance duties of the ERPC. The Actuary prepares the valuation report which details the financial and funded status of the pension plan. The Administration is recommending that Towers Watson be appointed as Actuary for the RRPP for the January 1, 2015 valuation as per the attached Resolution.

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

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

COMMUNICATIONS STRATEGY: NA

PREPARED BY:

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

APPROVED BY:

Name Julia Hanigsberg, Vice President Administration & Finance
Date September 17, 2014

RESOLUTION

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

BE IT AND IT IS HEREBY RESOLVED:

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

September 29, 2014



BOARD OF GOVERNORS
Monday, June 23, 2014
Jorgenson Hall – JOR 1410
380 Victoria Street
4:00 p.m. to 6:30 p.m.

Minutes of a meeting of the Board of Governors of Ryerson University held on Monday, June 23, 2014 at 4:00 p.m. in Jorgenson Hall, JOR-1410.

ATTENDANCE:

Present: Phyllis Yaffe (Chair), M. Al Zaibak, P. Ataei, C.A. Bissonnette, L. Bloomberg, J. Cockwell, J. Côté-O'Hara, M. Dionne, B. Halilovic, C. Hilken G. Kapelos, S. Levy, M. Maheux, N. Mohamed, K. Noor D. Shivraj, D. Sookram, K. Varma

Regrets: J. Fukakusa (Vice Chair), M. Frazer, , B. Richards, H. Rosen, C. Yim

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
A. Kahan, Vice President University Advancement
P. Stenton, Deputy Provost and Vice Provost University Planning
M. Ng, Executive Director, Office of the President
E. McGinn, Assistant Vice-President, Communications, Government and Community Engagement
J. Isbister, Vice Provost Faculty Affairs
D. O'Neil Green, Assistant Vice President/Vice Provost Equity, Diversity and Inclusion
H. Lane Vetere, Vice Provost Students
C. Evans, Vice Provost Academic
J. Winton, Chief Financial Officer and Assistant Vice President Financial Services
C. Sass-Kortsak, Assistant Vice President, Human Resources
E. Stroback, Executive Lead Capital Projects and Real Estate
A. Frontini (Perkins+Wills Architects)
A. Golbazi, President, Ryerson Commerce Society
A. Persuad, Incoming President, Ryerson Commerce Society
Natasha Campagna, TRSM, Special Projects Co-ordinator, Undergraduate Relations and Development
M. Brighton, W. Noack, V. Ghallage-Morton, (Radio and Television Arts (RTA) students)
R. Carver, Faculty Adviser, Radio and Television Arts
K. Friere, Norman Esch Engineering Innovation and Entrepreneurship Award Winner

J. Chan, RyePride
R. Hoillett, Ryerson Student Union
S. Tang, T. Farahani, L. Stewart Positive Space Co-Chairs
T. Leparulo, Office of the Assistant Vice-President, Communications, Government and Community Engagement

1. CAMERA DISCUSSION (Board Members Only)

a. REPORT FROM THE CHAIR OF THE AUDIT COMMITTEE

Appointment of the External Auditor

It was moved, seconded and carried:

BE IT AND IT IS HEREBY RESOLVED:

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

Appointment of the Auditor's Fees

It was moved, seconded and carried:

BE IT AND IT IS HEREBY RESOLVED:

THAT the remuneration of KPMG LLP, as submitted in their 2010 Five Year Proposal, be approved at \$86,500 plus HST for the audit of Ryerson University's 2014 financial statements.

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

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

It was moved, seconded and carried:

BE IT AND IT IS HEREBY RESOLVED:

THAT KPMG LLP Chartered Accountants be appointed as Auditors for the Ryerson Retirement Pension Plan (RRPP) for the calendar year 2014.

END OF IN-CAMERA SESSION

2. INTRODUCTION

3.1 Chair's Remarks

The Chair welcome Board members to the last Board meeting of the year and mentioned the Annual Board Dinner plans following the Board meeting.

The Chair reported that it is Jocelyne Côté-O'Hara's last board meeting after nine years on the Board, as well as the last Board meeting for Pouria Ataei, George Kapelos, Curtis Yim, Darren Shivraj and Khatera Noor.

Ms. Yaffe congratulated all who made the annual Convocation and Honorary Doctorate Ceremonies such a success with a particular congratulations to Khatera Noor who graduated this year.

Ms. Yaffe thanked Adam Kahan for providing Phil Bergerson's autographed coffee table book "American Artifacts" which will be given to each Board member at the Board Dinner.

The Chair reminded Board members to complete the annual Board Assessments and other housekeeping issues.

3.2 Approval of the June 23, 2014 Agenda

The agenda was approved as presented.

4 PRESIDENT'S REPORT

The President reported on a number of items specifically the approval of the Academic Plan by Senate; Jocelyne Côté-O'Hara's last Board meeting; the effect of the Provincial Election on the Strategic Mandate Agreements; funding for the Canada Accelerator and Incubator Program and major capital announcements.

The President spoke of Convocation highlights; the Intelligent City Awards; the tribute to Colm Wilkinson and Mitch Frazer's book launch

The President asked Erin McGinn to update Board members on the potential location of the Sam's Sign.

The President congratulated Denise O'Neill Green on AMOI Magazine's profiles of her and Janice Fukakusa.

The President introduced the past President of the Commerce Society, Amir Ali Galbazi and the incoming President, Ashisha Persaud. Mr. Galbazi spoke of the impact of the Board on the Commerce Society and the initiatives the society has been involved with throughout the year.

(a) Norman Esch Engineering Innovation and Entrepreneurship Award Winner

Adam Kahan introduced Klever Friere, the Norman Esch Engineering Innovation and Entrepreneurship Award Winner. Mr. Friere presented information on his company, DreamQii which merges robotics and artificial intelligence, specifically unmanned aerial vehicles.

Phyllis Yaffe congratulated Mr. Friere and said that the Board was very impressed by his presentation and the affect that the DMZ has on entrepreneurs like him.

(b) World Pride Update

Erin McGinn updated Board members on the events that Ryerson is hosting to showcase the World Pride Conference and introduced members of the various areas that support Pride events such as RyePride, Positive

Space and the Ryerson Student Union.

5 SECRETARY'S REPORT

Election of Vice Chair

CLOSE OF NOMINATIONS

The Secretary of the Board declared nominations closed and confirmed that Michele Maheux had agreed to stand as Vice Chair of the Board effective immediately. She thanked Jocelyne Côté-O-Hara, Branka Halilovic and Michelle Dionne for nominating Michele Maheux.

Presidential Search Committee Membership

Julia Shin Doi reported that at the January 27, 2014 Board meeting, following the formation of the Presidential Search Committee it was resolved that in order to preserve the continuity, accountability and integrity of the Presidential Search, those Board members whose terms end before the conclusion of the Presidential Search Committee's work, shall continue their membership unless the Board resolves otherwise. Former Board Chair, Phyllis Yaffe held an ex-officio membership on the Committee and it was felt that a resolution to approve her continuation on the Committee would give it greater certainty.

Board Assessments

The Secretary reminded Board members that Board Assessments were available and should be completed if possible before the end of the meeting.

Presidential Search Committee Membership

It was moved, seconded and carried:

BE IT AND IT IS HEREBY RESOLVED:

THAT for greater certainty, following completion of Phyllis Yaffe's appointment as Interim Vice Chair on the Board of Governors and ex-officio membership on the Presidential Search Committee; Ms. Yaffe will continue to hold membership on the Presidential Search Committee until the Presidential Search Committee is dissolved.

Board and Committee Assessments

REPORT FROM THE PROVOST AND VICE PRESIDENT ACADEMIC

The Provost updated the Board on the approval of the Academic Plan at Senate on June 3 and next steps in the Academic Plan rollout. The Provost spoke of the submission of academic units' year end progress reports based on the five priorities of the Academic Plan; and the results of the 2013 Canadian Graduate and Professional Students Survey.

The Provost introduced Margarita Brighton a second year Radio and Television Arts production student, who presented a video showcasing 2014 year-end student innovations.

DISCUSSION ITEMS

Report from the Chair of the Audit Committee

Audited Financial Statements -Year Ended April 30, 2014 Draft Audited Financial Statements – Year Ended April 30, 201

Jack Cockwell reported that Ryerson University has received an unqualified external audit opinion for the financial statements for the year ended April 30, 2014. At that meeting Janice Winton took us through the audited statements, and Bobbi-Jean White from KPMG went through the Audit Findings Report with the committee.

It was moved, seconded and carried:

BE IT AND IT IS HEREBY RESOLVED:

THAT the Audited Financial Statements for the fiscal year ended April 30, 2014 be approved as presented.

The President thanked Janice Winton and her team for keeping the University finances on track and producing faultless financial statements. The President said that the Board should also be congratulated on the excellent financial management of the University by recommending the production of quarterly financial statements.

Jack Cockwell concurred and said that Ryerson University has become a role model for other Universities as a result.

Report from the Chair of the Employee Relations and Pension Committee

Christ Hilken reported that at the June 11 ERPC Meeting Joane Mui from KPMG presented the 2013 RRPP Audited Financial Statements and the Audit Findings Report. As in previous years, it was a straight-forward, clean audit and there were no concerns or issues raised. Once approved, the Financial Statements will be filed with the regulatory authorities.

Karen Burnett and Ian Markham from Towers Watson took the group through the preliminary valuation results. The results are not materially different than what was presented in April and the funded status, on a going-concern basis, remains above 100%. Projections for the next three years show a small surplus on a “Best Estimate” basis. Final results will be available in September, at which time the decision to file the report will be made.

Ana Cacoilo and Ben De Prisco from OMERS provided an overview of their new capital market strategy, which has been in place for a little over a year now. The results for 2013 were not as expected but the 2014 returns are looking much better.

Audited Financial Statements of the Ryerson Retirement Pension Plan January 1, 2014

It was moved, seconded and carried:

BE IT AND IT IS HEREBY RESOLVED:

THAT the Audited Financial Statements of the Ryerson Retirement Pension Plan as at January 1, 2014 be accepted and approved to file with regulatory authorities.

6 CONSENT AGENDA

6.1 Approval of the March 31, 2014 Minutes

The minutes were approved as presented.

7. TERMINATION



BOARD OF GOVERNORS MEETING
September 29, 2014

Agenda Item: Annual Board and Committee Assessment Executive Summary 2013-14

Strategic Objectives:

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

ACTION REQUIRED: Discussion

SUMMARY:

Board Assessment

The Board Assessment Results for 2014 were favourable. The Board continued to be strongly aware of the University's strategic direction and its role as a body that provides oversight rather than management.

It was agreed that the functioning of the Board and its Committees, the Board Secretariat, and the Board Chair were effective. Overall, the Board members felt that the Board worked well. Board members expressed interest in learning more about Presidential transitioning and Senate and academic programs.

Board Members appreciated receiving information in a timely and comprehensive way and liked the level and detail of presentations at the Board. One new Board member commented, "*There is a lot to learn still, one year has helped*"

Additional comments made by Board members included the following:

- *The Board Chair gave a lot of time and provided excellent support to everyone on the Board. Well done!*

CONFIDENTIAL ADVICE TO THE BOARD OF GOVERNORS

- *Overall, the Board runs very smoothly and Board members are well informed about their roles and their work.*
- *Some elected Board members believe they need to represent constituencies and not the whole university”*
- *I would like to take this time to say that my term on the board has been eye-opening, educational, and truly wonderful. I have learned a great deal over the past year, and have had the chance to network and meet amazing individuals. I am truly saddened that my term has come to an end. I want to thank each and every board member, especially Phyllis who also acted as a mentor. Thank you.*

BACKGROUND:

Detailed tabulation of the evaluation results and all of the evaluation forms are available from the Board Secretariat for any members who wish to review them.

PREPARED BY:

Name Julia Shin Doi, General Counsel & Secretary of the Board of Governors
Date September 23, 2014

RYERSON ACHIEVEMENT REPORT

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

In the media

The passing of **Chancellor Emeritus G. Raymond Chang** received widespread coverage. **President Sheldon Levy** commented on his legacy in the Toronto Star <http://on.thestar.com/1mTgLoA>, an article picked up by Metro News. President Levy also spoke to CBC News <http://bit.ly/1nXrHpS>. Other tributes included All Voices <http://bit.ly/1oAbHuz>, the Jamaican Gleaner <http://bit.ly/1nyvGcQ> and <http://bit.ly/1oFypS3>, Jamaican Observer <http://bit.ly/1ptsL1E>, Caribbean 360 <http://bit.ly/UKD0pY>, Canada Standard <http://bit.ly/1rXi1xe>, Investment Executive <http://bit.ly/1oFxEZ8>, OMNI News, CityNews, BNN: Business Day, Benefits Canada <http://bit.ly/1o2VbCz>, MSN News, Yahoo News, Huffington Post, Toronto City and Press. A Toronto Star article reported on the memorial hosted by Ryerson at the Mattamy Athletic Centre <http://on.thestar.com/1JX3w3>.

The Scarborough Mirror reported that **President Levy** received the David Crombie Award from the Canadian Urban Institute <http://bit.ly/1s8aLNA>.

President Levy spoke to CBC Radio's Metro Morning about his final year as President and Vice-Chancellor. Listen: <http://bit.ly/1pPRim4>.

A Toronto Star article on the mayoral race mentioned **President Levy** and **Anne Golden** <http://on.thestar.com/1qbB7y6>

President Levy was quoted in a Toronto Star article on Strategic Mandate Agreements for universities and colleges <http://on.thestar.com/1pZCjBG>.

President Levy was quoted in an Inside Toronto article on Ryerson and U of T campuses hosting events during the Pan Am and Parapan Games <http://bit.ly/1ACoX6P>. He was also profiled in Spacing Toronto Magazine about transforming spaces <http://bit.ly/1vkLdSx>.

CBC News reported the contributions of **President Levy** and **Valerie Fox**, DMZ, to the StartUp Cape Breton conference <http://bit.ly/1oDLSFW> A similar item appeared in the Cape Breton Post.

President Levy was quoted in a Weekly Voice article about the Human Rights Act <http://bit.ly/1jkDMpv>.

Alan Lysne, DMZ, was quoted in an Economic Times of India article titled "Top colleges like Stanford University and Ryerson look to engage deeply with start-up ecosystem" <http://bit.ly/1t4izDv>.

Canadian Lawyer Magazine reported on the Law Practice Program, quoting executive director **Chris Bentley** and **Gina Alexandris**, director of the program. Chris Bentley contributed a piece to Law Times on the LPP program <http://bit.ly/1umRV9h>. Canadian Lawyer Magazine featured the program <http://bit.ly/XOTmjA>. **Matt Hopkins**, Law Practice Program, contributed a piece to Canadian Lawyer on seizing opportunity <http://bit.ly/1r5xqdv>.

The Toronto Star quoted Zone Learning Director **Randy Boyagoda** on Ryerson students' social media plan for the Vatican <http://on.thestar.com/1nzYYCS>. The item, pitched by Public Affairs, was also picked up by Metro News.

Ryerson's hitchhiking robot, hitchBOT, and co-inventor **Frauke Zeller**, Professional Communication, made headlines across Canada and around the world during the robot's cross-country trek. Coverage included:

In North America: ABC News <http://abcn.ws/Tb0pAbC>, Discovery Channel <http://bit.ly/1q7RqM4>, NBC News <http://nbcnews.to/1ydfIsF>, CNN Tech <http://cnn.it/1kBqs0LT>, Toronto Star <http://on.thestar.com/1qKFuU5>, the Star Tribune (Minneapolis) <http://strib.mn/1pEPzeT>, National Post <http://bit.ly/1uGyvNF>, BC Technology <http://bit.ly/1s2ocA8>, PBS Newshour <http://to.pbs.org/1v59zMk>, CBC News <http://bit.ly/1qGZVRV>, ICI-Radio Canada, CTV News <http://bit.ly/1o5PYWn>, Global News <http://bit.ly/1mUnz5e>, the Globe and Mail <http://bit.ly/UFqwzD>, Alaska Highway News <http://bit.ly/1rXm8bN>, eCanada Now <http://bit.ly/1pISq7W>, Popular Mechanics <http://bit.ly/1tCaCpc>, Science Magazine <http://bit.ly/1kq1FMR>, GQ magazine <http://bit.ly/1o5AxOl>, TechVibes <http://bit.ly/U5VzFj>, CNET <http://cnet.co/1i7pOXp>, Brandon Sun, Times Colonist, the Vancouver Province, Engineering.com, GMA News Online <http://bit.ly/1pdD2Ty>, Los Angeles Times <http://lat.ms/1rj8cMjthe>, the Canadian Press, CBC.ca, Yahoo! News, Metro, Sun News, Sing Tao Daily, the Huffington Post, Government Technology, Post City, Cottage Life, CHCH, Canada.com, Global Toronto: The Morning Show, CTV's Canada AM Video: <http://bit.ly/1r6cnbF> and the Atlantic.

Internationally: Euro News, Inland News Today, Ouest France, Times Live (South Africa), Taipei Times, Neues Deutschland, AFP Japan, the New Paper (Singapore), the Japan Times, the Asian Age (India), Saudi Gazette, South China Morning Post, Hindustan Times, Free Malaysia Today, the Register (UK), Spiegel Online Germany, HK Golden (Hong Kong), NDZ.de (Germany), Gaubote (Germany), Metro Greece, Czech Radio, Gold Coast Australia, Malaysia Sun, Sing Tao Daily, Hoy Bolivia, RPP Peru, CanIndia, the Times of India and India Times.

CTV's Canada AM reported on the upcoming Winnie the Pooh exhibit at the Ryerson Image Centre. Video: <http://bit.ly/VKCEjm>. Similar items appeared in Radio Canada International <http://bit.ly/1sAR8NO>, CTV News <http://bit.ly/1BRuHdJ>, Photoxels <http://bit.ly/1paaC8O>, CBC News and Global News.

Canadian Art reported on the Ryerson Image Centre: "a literal glowing beacon for photography in the city," mentioning Image Arts professor **Robert Burley** and alumnus **Edward Burtynsky** <http://bit.ly/1jZ2USl>.

Following a preview for media, the Toronto Star's Christopher Hume reviewed the new Ryerson Student Learning Centre <http://on.thestar.com/1qbzG2C>: "Christopher Hume says the new Ryerson building is just as much art as it is architecture." <http://on.thestar.com/1v52ZZa>. The Torontoist and Urban Toronto also reported on the SLC <http://bit.ly/VNTz4G>, as did the Globe and Mail, quoting **Julia Hanigsberg**, vice-president, administration and finance <http://bit.ly/1ll6NCl>. Canadian Interiors reported on "Ryerson University's soon-to-be game-changing Student Learning Centre." <http://bit.ly/1q0EV2h>. A similar item appeared in Daily Commercial News <http://bit.ly/1um0AWJ>.

Athletic director **Ivan Joseph** spoke to Share News about the Mattamy Athletic Centre in an article entitled "Ryerson's new sports facility proving it's world class – Director" <http://bit.ly/TNxjH8>.

The Council of Ontario Universities reported on Prime Minister Stephen Harper's announcement of funding to help Canadian start-up companies prosper, including funding for Ryerson to expand innovation zones <http://bit.ly/1nZDsej>.

The India Education Diary reported on the 2nd Annual Next Big Idea Contest by the BSE Institute, Ryerson Futures Inc. and the Government of Ontario, quoting **Matt Saunders**, president of Ryerson Futures <http://bit.ly/1uKla79>. Similar items appeared in Digital Learning India <http://bit.ly/1sp7fQy> and Cyber India Online <http://bit.ly/1umilQo>.

Canadian Lawyer Magazine reported that **Constance Sugiyama**, Ryerson Law Research Centre, was named a Member of the Order of Canada <http://bit.ly/1mQPCCn>.

Myer Siemiatycki, Politics, spoke to the Canadian Press about declining voter turnout. The item, pitched by Public Affairs, was picked up by CTV News <http://bit.ly/1kG7JKn>, the Toronto Star, CityNews Toronto, Daily Xtra and Yahoo! News. He also spoke to the Toronto Star about the Toronto mayoral race <http://on.thestar.com/1qtgj2m> and to the Toronto Sun about Jack Layton's legacy <http://bit.ly/1qgwiEB>, an item pitched by Public Affairs that was also picked up by Sing Tao Daily and the Huffington Post. He was quoted in the Toronto Star and Metro News about ethnic voters <http://on.thestar.com/1heEWSd>, and in the Canadian Press in reaction to the Liberal win in the provincial election, an item that appeared in Maclean's <http://bit.ly/1l80y3D>, CityNews Toronto, 570 News, Yahoo! News and the Huffington Post. He was quoted in a Toronto Star article about the possibility of Toronto de-amalgamating <http://on.thestar.com/UFdnXI>. South Asian Post and Asian Pacific Post referenced research by Dr. Siemiatycki on low immigrant voter turnout in Toronto <http://bit.ly/1odN3uE>. He appeared on CityTV News discussing the mayoralty debates, as a faculty expert pitched by Public Affairs.

The Globe and Mail reported on the Bata Shoe Museum exhibit "Fashion Victims" and co-curator **Alison Matthews David**, Fashion <http://bit.ly/VV5Sw3>. Similar items appeared in the Toronto Star, Maclean's and Women's Wear Daily <http://bit.ly/VDXVMc>.

Metro News reported on the Ryerson Guinness World Records challenge.

Marie DeYoung, president of the Canadian Library Association, referred to the Ryerson Student Learning Centre and library facility during an interview with CTV's Canada AM. Video: <http://bit.ly/1pavYm7>.

Yonge Street Media reported on Plug'n Play, which is incubated at the Centre for Urban Energy.

House & Home completed a dorm makeover in Ryerson's Pitman Hall <http://bit.ly/XV9ccB>.

Post-doctoral fellow **Gregory Taylor** spoke to CBC Radio's Metro Morning about the new Rogers/Shaw service Shomi.

Marie Bountrogianni, dean of the Chang School, spoke to Metro News about flexible options at the school. She was also quoted in the Toronto Star on new and popular offerings <http://on.thestar.com/1Bgl6N9>. The dean was also featured on NEA TV (Greece) after being honoured for her contributions to the Greek diaspora. Video: <http://www.neatv.gr/el/video.php?vi=2401>

A Weekly Voice article on the international student MITACS program quoted **Nick Bellissimo**, Nutrition <http://bit.ly/1ooZCnT>.

Fast Company reported on winning border crossing designs by **Kyle Marren** <http://bit.ly/XRZeZD>.

The Toronto Sun published Ryerson expert tips on going back to school <http://bit.ly/1vQz6cB>. The tips, also picked up by the Ottawa Sun <http://bit.ly/1tUxOvR> and Canoe.ca, were pitched by Public Affairs.

Joanne McNeish contributed a piece to the Globe and Mail on the topic of paying for paper bills.

Neil Thomlinson, Politics, was quoted in a Windsor Star article about municipal candidates who may have violated the Elections Act <http://bit.ly/1wwjn6x>.

The National Post reported on the story of a tweet that led to DMZ incubated Figure 1 getting backing from Union Square Ventures, quoting Professional Communication's **Gregory Levey** <http://bit.ly/1qJm7Fe>. The item was also picked up by the Star Phoenix and Regina Leader-Post.

The Huffington Post published a piece entitled "25 Signs You Went To Ryerson" <http://huff.to/1nuiGkx>.

CP24 reported on the Jack Layton memorial at Ryerson. Video: <http://www.cp24.com/video?clipId=422968> Coverage also included, CityTV, CBC News, Fairchild TV and Global.

Bronwyn Dickson, Centre for Student Development and Counselling, spoke to CTV News about managing stress, in a segment that included interviews from students. Video: <http://bit.ly/1sB4jOC>. She also took part in a live Toronto Star web chat on going back to school, along with fourth-year student **Hannah Van Dyk**. CityNews reported on residence move-in day. CBC News interviewed **Ian Crookshank**, director of Student Housing, and student Hannah Van Dyk. Other back-to-school coverage included CTV News, CP24 and Global News.

Tech Vibes profiled DMZ-based startup Pro Angler <http://bit.ly/YUaXXK>.

Jesmen Mendoza, Student Development and Counselling, appeared on 680 News providing advice on quelling first-year jitters, as an expert pitched by Public Affairs.

The Huffington Post reported on the “What It Means to Be Seen” exhibit at the Ryerson Image Centre <http://huff.to/1l0va80>.

The National Post profiled Flybits and the \$3.75 million Series A round, quoting founder **Hossein Rahnema**, DMZ <http://bit.ly/1q4tnhf>. Similar articles appeared in Reuters, Ventural Capital Online, TechVives and FinSMEs.

Cathy Crowe, distinguished visiting practitioner, spoke to This Magazine about housing being a human right <http://bit.ly/1qt5ZYm>. She also spoke to Now about shelters and police checks on the homeless.

Canadian Business named Ryerson Institute for Privacy and Big Data Executive Director **Ann Cavoukian** among “Canada’s 50 most powerful business people 2014” <http://bit.ly/1qsYdxm>. She contributed a piece to Foreign Affairs Magazine on the topic of data minding <http://fam.ag/1tlq9OH> and a piece on customer privacy to Electricity Today <http://bit.ly/1lReUS0>. She was also quoted in the Globe and Mail on the topic of privacy and tech startups <http://bit.ly/1qm9EXO>.

Hamza Khan, coordinator, student affairs creative team, spoke to University Affairs about how to reach out to students within the digital realm <http://bit.ly/1q2knt8>.

Julia Lewis, director of integrated risk management, spoke to Top Broker magazine about Ryerson’s security and emergency services <http://bit.ly/1mljQi6>.

Plant magazine profiled research on high-strength steel by Mechanical Engineering’s **Daolun Chen** <http://bit.ly/1oZb88Z>.

Elaine Lam, director, business development and strategic planning at the Chang School, appeared on Breakfast Television with advice for parents headed back to school. Video: <http://bit.ly/1lhogvl>

Urban Toronto reported on renderings for the Ryerson Church Street Development <http://tinyurl.com/mlw2ps8>.

The Toronto Sun reported that “Ryerson University is working on a comprehensive study of road closures” during Open Streets T.O. <http://bit.ly/1sP42LK>.

Henry Giroux, distinguished visiting professor, appeared on TVO’s The Agenda discussing the lessons Ontario can learn from “an ideologically-driven battle for education reform in the U.S.”

Nancy Walton, Nursing, spoke to CTV News about the ethics of treatment for Ebola. She also addressed the issue on TVO’s The Agenda and in a CBC radio segment carried on stations across Canada.

The National Post profiled the DMZ-based start-up Closing Folders <http://bit.ly/1pr5K9>.

Parents Canada profiled Ryerson’s Early Childhood Studies lab school, quoting manager **Kim Watts** <http://bit.ly/XeNjEP>. She spoke to the Toronto Star and CTV about school readiness for young children.

Star Business Club quoted **Shavin Malhotra**, **Steve Tissenbaum** and **Neil Wolff** of TRSM in an article about building a business empire <http://bit.ly/1r6LmaF>.

Elizabeth Evans, TRSM, spoke to CBC Radio about the luxury Canadian retail market and Nordstrom's first Canadian store opening.

FLARE magazine profiled **Ben Barry**, Fashion. He was also quoted in a Toronto Star article about Men's Fashion Week that mentioned "Ryerson's Mass Exodus, the largest student fashion show in the world" <http://on.thestar.com/1oqBpwD>.

The Toronto Star reported that Google Streetview provides video tours of Kerr Hall, DMZ and other buildings on campus <http://on.thestar.com/1ua39Os>.

NOW magazine profiled filmmaker and photographer **Diana Piruzevska**, who credited the "super-helpful" Chang School program in film studies <http://bit.ly/1sjYNDR>.

University Affairs quoted **Julia Hanigsberg**, vice-president, administration and finance, on Ryerson's pedestrian-friendly Gould Street <http://bit.ly/1veTxDI>. She contributed a piece to the Globe and Mail about putting people first and reaping the rewards <http://bit.ly/1uWXpWb>, and spoke to the Globe and Mail about MaRs <http://bit.ly/1o54kwF> - the item was also picked up by Canada Standard and the Torontoist.

A Toronto Star article on Tinder's swipe interface quoted DMZ-based entrepreneur **Adrian Bulzacki** <http://on.thestar.com/1AVwu0W>. The item was also picked up by the Windsor Star.

The Globe and Mail profiled DMZ-based entrepreneur **Alan Smithson** <http://bit.ly/1y8ZptW>.

A Globe and Mail article on made-in-Canada wedding dresses reported on Ryerson's fashion program.

Irene Gammel, English, spoke to CBC about Women and the Great War (How does war impact gender?). The interview was carried in Winnipeg, Ottawa, Edmonton, Toronto, Saskatchewan, Ottawa, Quebec City, Halifax and Thunder Bay.

Diversity Journal reported on the Soup and Substance monthly series moderated by **Denise O'Neil Green**, Assistant VP/Vice Provost, Equity, Diversity and Inclusion <http://bit.ly/1pUTAw2>.

Oren Amitay, Psychology, spoke to Global News about a summer bucket list for students <http://bit.ly/WXPMDn>.

Patrice Dutil, Politics, spoke to Radio Canada about police Chief Bill Blair's contract.

IT World Canada reported that the Chang School offers a certificate in big data and analytics
The Journal of Commerce reported on the DMZ-based start-up DreamQii Robotis <http://bit.ly/1ogpMIH>.

Academica.ca reported on the creation of the Jack Layton School of Youth Leadership at Ryerson.

CBC Radio's Metro Morning spoke with student **Anastasia Hunse** about the university's SHIFT program, which helps students with learning disabilities transition to post-secondary education.

Russell Richman, Architectural Science, spoke to Maclean's about the renovation boom <http://bit.ly/1IRaRVr>.

Hitesh Doshi of Architectural Science appeared on CP24 after discovering an error on the \$10 bill. He also spoke to CTV News <http://bit.ly/1qHGZ5l>, Global News <http://bit.ly/X7Fb8P>, the Canadian Press <http://bit.ly/1IVUU0j>, Globe and Mail, CBC.ca, Huffington Post, Winnipeg Free Press and Ottawa Citizen.

Jessa Chupik, strategic lead, recruitment and employment equity, Human Resources, contributed a piece to the Globe and Mail providing recruiting tips for small business owners <http://bit.ly/UziuJ0>.

Mary Sharpe, Midwifery, was quoted in Today's Parent on the topic of labour pain management <http://bit.ly/1zq93uK>.

FLARE quoted graduate student **Rachel Bar** in an article on the National Ballet School <http://bit.ly/UzkMry>.

The Ottawa Citizen reported that **Wendy Cukier**, vice president, research and innovation, was named to the board of directors of the Consortium for Aerospace Research and Innovation in Canada <http://bit.ly/1ID1YP3> . The item was also reported in the Digital Journal, Yahoo! News and Morning Star.

Heather Rollwagen spoke to CHML radio in Hamilton about her research on the fear of crime, as a faculty expert pitched by Public Affairs. Her research was also profiled in the Sun News Network <http://bit.ly/1uigQvv>, Ottawa Sun, Toronto Sun, Canoe.ca, Canada Standard, Physorg and Express.be.

The Toronto Star paid tribute to former Journalism professor **John McCallum** <http://on.thestar.com/1yPIPlc>

The Toronto Star referenced a Star/Ryerson investigation on the spread of disease in Toronto long-term care homes <http://on.thestar.com/1yPFKS8>. The item also appeared in the Chronicle-Herald.

Yonge Street Media reported on a DMZ partnership with one of Europe's largest accelerators, Level39, quoting the DMZ's **Hossein Rahnama** <http://bit.ly/1ueAdFX>.

Murtaza Haider, TRSM, spoke to CBC Radio about traffic safety <http://bit.ly/1u8ookH>.

Canadian Architect reported that **George Kapelos** and the Paul H. Cocker Gallery were awarded Canada Council architectural grants <http://bit.ly/1luA1Jg>

Maclean's featured Ryerson among 32 Canadian universities in a new global ranking of the top 1,000 universities <http://bit.ly/We5OZI>.

Lloyd Alter, Architectural Science, contributed a piece to the Guardian discussing how the modern bathroom is an unhealthy design <http://ow.ly/zexPD>. He spoke to the BBC about living green <http://bbc.in/U6QNqr>.

Gregory Taylor, TRSM, and RTA's **James Nadler** <http://on.thestar.com/WghFGp> spoke to the Toronto Star in reaction to Viewer's Choice going off the air. The item was also picked up by Metro News.

Inside Toronto reported on 100 in 1 Day events at Ryerson <http://bit.ly/1jUvKwT>. Similar items appeared in the Toronto Star <http://on.thestar.com/Srj6is>, Metro News, CBC's The National and the National Post.

Snapd reported on Ryerson's Science Rendezvous at Yonge Dundas Square.

John Shields, Politics, spoke to Global News about the provincial election debate <http://bit.ly/S7Ocvx>. He also appeared on CTV News.

Wayne Petrozzi, Politics, spoke to the Canadian Press about the Ontario leaders' debate. He also spoke to CTV News <http://bit.ly/1hyE8lj>, the Huffington Post, CP24, Newstalk 610, Mississauga.com and Global Toronto <http://bit.ly/TcTdE2>.

Philip Walsh, Centre for Urban Energy, spoke to the National Post about an advantage-filled fuel.

Chris MacDonald, TRSM, contributes a regular column to Canadian Business <http://bit.ly/1uK3a9z>.

The Government of Canada reported on innovations and technologies being produced at Ryerson's Centre for Urban Energy, an item pitched by Public Affairs <http://bit.ly/1oMObb7>.

The Grid profiled Director of the Centre for Indigenous Governance **Hayden King**
<http://bit.ly/1l8PUbn>

Academica.ca reported that the TRSM expanded its co-op offerings.

Ivor Shapiro, chair of Journalism, spoke to Global Toronto about media unions and elections.

MBA student **Deep Bhatia** spoke to CTV News about his research on the World Cup and national identity, an item pitched by Public Affairs.

The Vancouver Sun reported that Journalism alumnus **Kirk LaPointe** would run for mayor of Vancouver <http://bit.ly/1nCQkbz>.

Ottawa Magazine quoted **Frank Russo**, Psychology, on the topic of music as a stimulus
<http://bit.ly/1jp7wSb>

Sean Conway and **Dan McGillivray**, Centre for Urban Energy, spoke to the Hill Times about energy use in Vancouver and Victoria <http://bit.ly/1mR8RQL>.

Cheri Bradish, Loretta Rogers Research Chair in Sport Marketing, was quoted in the Toronto Star regarding the Manchester United jersey deal <http://on.thestar.com/1oBQZaG>, as a faculty expert pitched by Public Affairs.

Gregory Taylor, TRSM, spoke to CTV News about the next auction of wireless spectrum.

Business Standard India reported that the Minister for Citizenship and Immigration would address companies at the Bombay Stock Exchange. The item was reported by Zee News <http://bit.ly/1xFC0IE>, Canada Standard <http://bit.ly/1osDhXN>, Yahoo! India, DNA India, NetIndia123.com and India4u.com.

Michael Arts, Biology, spoke to Radio Canada about healthy forests and fish population
<http://bit.ly/1j8jvTz>.

Shelagh McCartney, Urban and Regional Planning, spoke to CBC News about laneway houses.

TechVibes reported that the DMZ was ranked as Canada's best university business incubator
<http://bit.ly/1lsofCV>. The item was also picked up by Academica.ca and Digital Journal.

Water Canada reported on the partnership between the Ryerson Urban Water Centre and the Consulate General of the Kingdom of the Netherlands, featuring Faculty of Science Dean **Imogen Coe** <http://bit.ly/VtnHDI>

Suzanne Fredericks, Nursing, spoke to the Toronto Star about watching TV and other screens increasing death rates <http://on.thestar.com/1nMLLXW> Also The item, pitched by Public Affairs, was also picked up by Metro News and the Hamilton Spectator.

Jeremy Kinsman, distinguished visiting diplomat, contributed a piece to iPolitics on nationalism and the North <http://bit.ly/1qKJEKw>

Bloomberg Businessweek referenced a Ryerson study titled "Growing Summer Energy Conservation through Residential Tree Planting" <http://buswk.co/1nFYHiz>.

Steve Gedeon, TRSM, spoke to the Guardian (UK) about digital-savvy child entrepreneurs
<http://bit.ly/1jhLdZ0>.

The Conference Board of Canada quoted **Sui Sui** and **Horatio Morgan** on businesses exporting to the U.S. <http://bit.ly/1merVDD>. The item was also picked up by Machinery and Equipment Magazine <http://bit.ly/UJ6eWH>.

A Vancouver Sun article on B.C. lagging behind Ontario and Quebec in immigrant-driven exports quoted TRSM's **Horatio Morgan** <http://bit.ly/1pilWov>.

TechVibes reported on Hack'n'Talk 2014 at Ryerson's Digital Media Zone <http://bit.ly/1yNhIIn>.

Inside Toronto reported on the 20th anniversary of the Centre for Studies in Food Security.

Sarah Foy, Documentary Media student, spoke to CBC Radio's Here and Now about her exhibit Landed: Together in Canada. The exhibit was also featured in the Toronto Star <http://on.thestar.com/1I5zXTL>

The Globe and Mail reported on the Ryerson Image Centre exhibit "What It Means to Be Seen: Photography and Queer Visibility" <http://bit.ly/1ipnDP6>

The National Post quoted **Sean Wise** of TRSM in an article about Generation Y and entrepreneurialism <http://bit.ly/1jJ3GgX>.

An Ottawa Citizen piece about advocates for aboriginals mentioned **Pamela Palmater** and **Hayden King** <http://bit.ly/1oW4PcO>. The item was picked up by the Montreal Gazette and Edmonton Journal.

Julia Spaniol, Psychology, was quoted in a Globe and Mail article about thrill-seeking <http://bit.ly/1iyVNjb>.

Gavin Adamson, Journalism, spoke to Money Sense about spotting a bogus blogger <http://bit.ly/1wmhjKJ>. The item also appeared in MSN Money <http://on-msn.com/1IL9koB>.

Dr. Su-Ting Teo, Ryerson Health Centre, spoke to CTV Ottawa about the mental health crisis.

A Toronto Star article on the Toronto Arts Foundation awards reported that winning actor **Philip Akin** was the first graduate of Ryerson's theatre program <http://on.thestar.com/SXdqNn>

Victor Yang, Electrical and Computer Engineering, spoke to Radio Canada International about his medical innovation for delicate surgeries, a 7D scanner, an item pitched by Public Affairs. Audio: <http://bit.ly/1qh6s28>. Similar items appeared in CBC.ca <http://bit.ly/1kJEbLX>, MSN News and Daily Me

CBC Radio's Metro Morning spoke with **Jim Turk**, distinguished visiting professor, about TDSB's relationship with Confucius Institute. Listen: <http://bit.ly/1r6l44h>

CBC Radio's Metro Morning interviewed **Sophie Hackett**, guest curator of "What it Means to be Seen: Photography and Queer Visibility" at the Ryerson Image Centre. Listen: <http://bit.ly/1i9WIMp>.

The Canadian Press reported on alumnus **Filipe Masetti**'s horseback ride from Calgary to Brazil, an item picked up by Toronto Star <http://on.thestar.com/1qkcsJu>, Waterloo Region Record, CBC.ca, SportsNet, CP24 and Calgary Beacon.

The Financial Post reported that Startup Canada named TRSM's **Sean Wise** Mentor of the Year <http://bit.ly/1I8bIL1>

The Globe and Mail featured Ryerson's Top 200 Program at TRSM, quoting **Andre Serero**, program manager and executive-in-residence <http://bit.ly/1ueKlcZ>

Gabor Forgacs, Hospitality and Tourism Management, spoke to Global News about civil strife in Brazil <http://bit.ly/1sblDOq>.

John Shields, Politics, spoke to Bloomberg Businessweek about Ontario's debt and the provincial election <http://buswk.co/1l4gmo1>. A similar item appeared in Business News Network.

The Grid reported on Ryerson supporting the local economy, quoting **Joshna Maharaj**, executive chef and assistant director of Food Services <http://bit.ly/1pLXA4k>

Mediacaster reported on student merit awards to Ryerson students **Walter Woodman** for "Noah" and **Daniel Haack** for "Bridges" by Canaidan Cinema Editors <http://bit.ly/1oRXj02>

Radio Canada interviewed **Bronwyn Dickson**, counselor with Ryerson's Centre for Student Development and Counseling, about the therapy dogs at Ryerson. Listen: <http://rc.ca/1uXqlxd>
Pitched by Public Affairs.

The Canadian Press quoted **Bryan Evans** of Politics on the Liberal win in the Ontario election. The item was picked up by CTV News <http://bit.ly/1kOwN6M>, the Huffington Post, Ottawa Community News, Prince George Citizen and iPolitics.ca.

Avner Levin, TRSM, spoke to the National Post about undercounting cybercrime <http://bit.ly/1u1bNKJ>. The item was also picked up by Ottawa Citizen, Calgary Herald, Montreal Gazette, Globe and Mail. He spoke to CBC Radio's Here and Now about the cost of cybercrime, an item that was also carried on stations in Calgary, St. John's, Victoria, Charlottetown, Whitehorse and Thunder Bay.

Ramona Pringle, RTA School of Media, was quoted in the Sun News Network about using Twitter to fight crime.

Michael Coutanche, RTA School of Media, spoke to the Globe and Mail about low-rate horror movies <http://bit.ly/1u1fdgk>

Daily Business Buzz quoted Chang School Dean **Marie Bountrogianni** on male employment in Halifax <http://bit.ly/1xx113r>. A similar item appeared in Burnside News <http://bit.ly/1xx153b> and CBC Radio.

A Globe and Mail article on Toronto winning an intelligent community award mentioned the DMZ among the city's major assets <http://bit.ly/1nnpToR>. Similar items appeared in India Infoline News, Houston Chronicle, CEO World Magazine and IT World Canada.

Yahoo Finance, Digital Journal, Business Week and TickerTech.com reported on Ryerson's research partnership with medical marijuana company Tweed to build a better knowledge base surrounding medical marijuana in Canada <http://yhoo.it/1qqwfWK>

Prepared by Communications, Government and Community Engagement

RYERSON UNIVERSITY

June 27, 2014

TO: Shoaib Ahmed
Secretary
Ryerson Election Procedures Committee

FROM: Catherine Redmond
Returning Officer

RE: **Board of Governors' Alumni Election Report 2014**

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

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

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

Rajean Hoilett
President, RSU

Denise Hammond
President, CESAR

Anver Saloojee
President, RFA

Julia Hanigsberg
Vice President, Administration and Finance



BOARD OF GOVERNORS' ALUMNI ELECTION
Tabulation Date – Friday, June 27, 2014

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

NAME OF CANDIDATES (3)	VOTE COUNT
STEPHEN PUMPLE	66
IBRAHIM (ABE) SNOBAR	149
RHIANNON TRAILL	90
TOTAL	305

ALUMNI CANDIDATES IN ORDER OF STANDING

NAME OF CANDIDATES (3)	VOTE COUNT
IBRAHIM (ABE) SNOBAR	149
RHIANNON TRAILL	90
STEPHEN PUMPLE	66
TOTAL	305


 RYERSON UNIVERSITY

**RYERSON UNIVERSITY
BOARD OF GOVERNORS' ALUMNI ELECTION RESULTS**

Tabulation Date – Friday, June 27, 2014

DECLARATION

I hereby declare the following candidates elected:

BOARD OF GOVERNORS – (Alumni) (2)

VOTE COUNT

Names of the two Successful Candidates

IBRAHIM (ABE) SNOBAR	149
RHIANNON TRAILL	90

Mr. Snobar will begin his three-year term on September 1, 2014 and Ms. Traill, who received the second highest votes, will begin her Board term effective immediately. Ms. Traill is filling a current vacancy on the Board that ends on August 31, 2015.¹

¹ **General By-Laws Of Ryerson University - Article 3.8 General Provisions Relating to Elections**

(b) Filling of Vacancies

In the event that a vacancy arises in respect of a Board position filled pursuant to this Article 3 (other than a vacancy which arises at the expiry of a Board member's term of office) and the Board determines, having regard to the length of the unexpired term of such office, to fill such vacancy, the vacancy shall be filled by the candidate who received the next highest number of votes for such position in the immediately preceding Election, unless the Board deems it inappropriate to do so, in which case the vacancy shall be filled in such other manner as determined by the Board to be in the best interests of the University. The person so elected or appointed shall serve the unexpired remainder of the term of the departed Board member. If a by-election is held pursuant to this Section 3.8(b), it shall be administered and overseen by the then constituted Ryerson University Election Procedures Committee based on procedures established by them; provided that such procedures shall conform to the greatest extent practicable with the procedures prescribed for Elections by this Article 3.

APPENDIX C



**RYERSON UNIVERSITY
BOARD OF GOVERNORS' ALUMNI ELECTION RESULTS
Tabulation Date – Friday, June 27, 2014**

VOTING PERCENTAGES

TOTAL ELIGIBLE TO VOTE:	162,378
TOTAL VOTES:	305
TOTAL DECLINED TO VOTE:	0
TOTAL BALLOTS	305
PERCENTAGE OF ELIGIBLE VOTERS WHO VOTED:	.187%

BOARD AND COMMITTEE ANNUAL WORKPLAN 2014-15

SEPTEMBER 2014

Employee Relations and Pension Committee
Ryerson Retirement Pension Plan Valuation Report Filing of Report with Regulators (Annual)- Approval
Appointment of Actuary (Annual)- Approval
Annual Pension Governance Report –Information
Work Plan for Committee (Annual)- Information
Terms of Reference for the Committee (Annual)- Information
OMERS Quarterly Investment Report (Annual)- Information

September Board Meeting
Presidential Search Committee Update - Information
Ryerson Builds (monthly) Information
Major Capital Expansion – Information
Appointment of Actuary (Annual)- Approval
Ryerson Retirement Pension Plan Valuation Report Filing of Report with Regulators (Annual)- Approval
New Appointments– Information
Student Learning Centre – Student Engagement Presentation -Information
Provost's Report – The Academic Year Ahead – (Annual)-Information
Academic Plan: Our Time to Lead -2014-19- Information
Board and Board Committee Work Plans 2014/15 (Annual)- Information
Alumni Election 2014 Report Results (Annual)- Information
Annual Board Assessment Executive Summary 2014-15(Annual) - Information
Senate Dates for 2014/15 (Annual)- Information
Common Ryerson University Abbreviations (Annual)- Information
Report from the VP University Advancement – (Quarterly) Campaign Report- Information

OCTOBER 2014

Audit Committee
Draft Engagement Letter for the Year Ending April 30, 2015 (Annual) – Information
Management Letter/Response- External Auditor (Annual)- Information
Internal Audit Services Executive Summary/Status of Audit Reports June-Oct 2014 (Tri-annual) – Information
Summary of Audit Fees - Information
Private Session with External Auditor (Tri-annual) – Information
Private Session with Chief Internal Auditor (Tri-annual) - Information
Private Session of Audit Committee Members (Tri-annual) – Information

Executive Committee
Will convene if there is urgent business

BOARD AND COMMITTEE ANNUAL WORKPLAN 2014-15

NOVEMBER 2014

Finance Committee
Second Quarter Financial Results (Annual)- Approval
Proposed Academic Program — Approval
Innovation Initiative - Approval
Sceptre Quarterly Financial Results - (Annual) – Information
Work Plan for Committee (Annual)– Information
Terms of Reference for the Committee (Annual) – Information

November Board Meeting and Annual Holiday Reception
Presidential Search Committee Update - Information
First and Second quarter financial statements (Annual) - Approval
Proposed Academic Program – Approval
Innovation Initiative - Approval
Ryerson Builds (monthly) - Information
Report from VP University Advancement First Quarterly (Annual) Report – Information
Enrolment Update (monthly) – Information
Results of CESAR Referenda – Information

JANUARY 2015

Finance Committee
Proposed Academic Programs – Approval
Introduction to the 2015-16 Budget Process - Information

Board Meeting
Presidential Search Committee Update - Information
Proposed Academic Programs – Approval
Recommendation and Approval of New President - Approval
Report from the Provost - Information
Introduction to the 2015-16 Budget Process - Information
Ryerson Builds (monthly) - Information
Academic Presentation (monthly) - Information
Update on 2014-15 Enrolments – January 2015 Report – Information
Canadian Graduate and Professional Student Survey 2014 Information

FEBRUARY 2015

BOARD AND COMMITTEE ANNUAL WORKPLAN 2014-15

Finance Committee

2015-16 Budget: Part One - Environmental Scan [Information](#)
Review of Revenue and Expenditures for new Programs [Information](#)
Third Quarter Financial Statements - [Approval](#)

MARCH 2015

Finance Committee

2015-16 Budget: Part Two - Fees Context - [Information](#)
Fiera Capital Report – December 31, 2014– [Information](#)

Audit Committee

External Auditor's Audit Planning Report - year ending April 30, 2015 [\(Annual\)](#) – [Information](#)
2014 Insurance Synopsis [\(Annual\)](#) - [Information](#)
Internal Audit Services Annual Audit Plan For The Fiscal Year 2015/16 [\(Annual\)](#) - [Information](#)
Internal Audit Services Executive Summary/Status of Audit Reports Oct-Mar 2015 [\(Tri-annual\)](#) - [Information](#)
Summary of Compliance and Assurance Audits for the Fiscal Year 2014-15 [\(Annual\)](#) - [Information](#)
Private Session with External Auditor [\(Tri-annual\)](#) – [Information](#)
Private Session with Chief Internal Auditor [\(Tri-annual\)](#)- [Information](#)
Private Session of Audit Committee Members [\(Tri-annual\)](#)- [Information](#)

March Board Meeting

Proposed Academic Programs – [Approval](#)
Third Quarter Financial Results – [Approval](#)
External Auditor's Audit Planning Report for the Fiscal Year Ending April 30, 2015 [\(Annual\)](#) – [Information](#)
Ryerson Builds [\(monthly\)](#) [Information](#)
Academic Presentation - [Information](#)
Ryerson Performance Indicators – January 2014 Report [\(Annual\)](#) - [Information](#)
Budget 2015-16: Part One – Environmental Scan
Fees Context – [Information](#)
Sceptre Annual Financial Results [\(Annual\)](#) - [Information](#)
2014 Board Retreat and Evaluation Summary – [Information](#)
Report, Vice President University Advancement Quarterly Update(monthly) - [Information](#)
Board Election 2015 Report– [Information](#)

BOARD AND COMMITTEE ANNUAL WORKPLAN 2014-15

APRIL 2015

Employee Relations and Pensions Committee

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

Finance Committee

2015-16 University Budget
Fees- Approval
Budget Priorities and Expenditures Operating Budget and Consolidated Budget - Approval

April Board Meeting

Fees- Approval
Budget Priorities and Expenditures 2015-16 Operating Budget and Consolidated Budget (Annual) - Approval
Proposed Assumption Changes for 2015, Plan Valuation & Funded Status Projections (Annual)- Approval
Academic Presentation monthly - Information
Employment Equity Report - Information
Ryerson Builds - Information
Environmental Health and Safety Report – Review and Acceptance (Legislative Compliance)
Report, Vice President University Advancement Quarterly Update – Information
Canadian Graduate and Professional Student Survey 2013 Information
2013-14 Core Performance Measures Report (Annual) – Information
First Year Student Survey 2014 Information

MAY 2015

Executive Committee

Board and Committee Membership 2015-16 -Approval

BOARD AND COMMITTEE ANNUAL WORKPLAN 2014-15

JUNE 2015

Audit Committee (Finance Members invited)

Draft Audited Financial Statements – Year Ended April 30, 2015(Annual) - Approval
Appointment of External Auditor -(Annual) Approval
External Auditor's Fees (Annual) – Approval
Executive Compensation (President and VP's) - (Annual)Approval
Audit Findings Report – Year Ended April 30, 2015(Annual) - Information
Internal Audit Services Executive Summary/Status of Audit March-June 2015 (Tri-annual) - Information
Private Session with External Auditor (Tri-annual)– Information
Private Session with Chief Internal Auditor (Tri-annual) - Information
Private Session of Audit Committee Member (Tri-annual)– Information

Employee Relations and Pensions Committee

Ryerson Retirement Pension Plan (RRPP) Audited Financial Statements (Annual)- Approval
Appointment of External Auditor for the Ryerson Retirement Pension Plan (Annual)- Approval
OMERS Investment Fund Presentation-(Annual) Information
OMERS Quarterly Investment Report-(Annual) Information
Preliminary Valuation of the Ryerson Retirement Pension Plan for January 1, 2015 (Annual)- Information

June Board Meeting and Annual Board Dinner

Proposed Academic Program Approvals - Approval
Draft Audited Financial Statements – Year Ended April 30, 2015(Annual) - Approval
Appointment of External Auditor - (Annual) Approval
External Auditor's Fees (Annual) – Approval
Ryerson Retirement Pension Plan (RRPP) Audited Financial Statements (Annual)- Approval
Appointment of External Auditor for the Ryerson Retirement Pension Plan (Annual)- Approval
Board Committees' Membership and Structure 2014/15- Approval
Compensation Legislation Update - Information
Preliminary Valuation of the Ryerson Retirement Pension Plan for January 1, 2015 (Annual) - Information
Ryerson Builds 2014-15- Information
Executive Compensation Update -(Annual) Information
Board and Committee Assessments Distribution -(Annual)- Information
Report from VP University Advancement Quarterly Update - Information
First Year Student Survey 2014 Information

JULY and AUGUST 2015

Executive Committee

Will convene if there is urgent business

SENATE MEETING DATES 2014-2015

Tuesday, October 7, 2014

Tuesday, November 4, 2014

Tuesday, December 2, 2014

Tuesday, January 27, 2015

Tuesday, March 3, 2015

Tuesday, April 7, 2015

Tuesday, May 5, 2015

Tuesday, June 2, 2015

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



RYERSON UNIVERSITY COMMON ABBREVIATIONS

A

AAA	Academic Administrative Appointments
ABRT	Assessing Behavioural Risk Team
ADM	Assistant Deputy Minister
AMS	Applicant Management System (being phased out and replaced by eHire)
APG	Academic Planning Group
ARC	Ryerson Anti-Racism Coalition
ATB	Across the Board Increase
AUCC	Association of Universities and Colleges of Canada

B

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

C

CAC	Counsellor Appointments Committee
CAUT	Canadian Association of University Teachers
CAUBO	Canadian Association of University Business Officers
CCOU	Council of Chairs of Ontario Universities
CCS	Computing and Communications Services
CDAL	Chair, Director Administrative Leave
CDI	Career Development Increment (RAF Only)
CESAR	Continuing Education Student Association of Ryerson

CFI	Canada Foundation for Innovation
CFS	Canadian Federation of Students
CFS-O	Canadian Federation of Students - Ontario
CGCE	Communications, Government and Community Engagement (formerly part of University Advancement [UA] department)
CHERD	Centre for Higher Education Research and Development
CHST	Canada Health and Social Transfer
CIAR	Canadian Institute for Advanced Research
CIHR	Canadian Institute of Health Research
COU	Council of Ontario Universities
CRA	Canada Revenue Agency
CSRDE	Consortium for Student Retention Data Exchange
CTO	Compensating Time Off
CUDO	Common University Data Ontario
CUE	Centre for Urban Energy
CUPE	Canadian Union of Public Employees
CUPE 233	Maintenance and Trades employee union (sometimes referred to as M&T)
CUPE 3904	Unit 1 Sessional and Part-time Instructors union (sometimes referred to as CUPE 1 or Unit 1)
CUPE 3904	Unit 2 Evening Instructors (Chang School of Continuing Education; sometimes referred to as CUPE 2 or Unit 2)
CUPE 3904	Unit 3 Teaching Assistants, Graduate Assistants, Lab Monitors & Exam Invigilators (sometimes referred to as TA/GA's, CUPE 3 or Unit 3)
CURIE	Canadian Universities Reciprocal Insurance Exchange
CUSC	Canadian Undergraduate Survey Consortium
D	
DEC	Departmental Evaluation Committee (for RFA)

DHC	Departmental Hiring Committee (for RFA)
DM	Deputy Minister
DMZ	Digital Media Zone
DOA	Director of Administration

E

eAppoint	System used for decentralized contract entry (a service of eHR)
EDI	Equity, Diversity and Inclusion
eHire	System used for decentralized recruitment and hiring (a service of eHR)
eHR	HR system used by the University for most system-based functions; based on Oracle PeopleSoft
ERPC	Employee Relations and Pensions Committee
EHS	Environmental Health and Safety
EHSS	Environmental Health & Safety (EHS) and Security (department)
ESL	English as a Second Language
eWaiver	System used for tuition waiver requests by employees (a service of eHR)

F

FCAD	Faculty of Communication and Design
FCP	Federal Contractors Program
FCS	Faculty of Community Services
FEAS	Faculty of Engineering and Architectural Sciences
FFTE	Fiscal Full-Time Equivalent
FIPPA	Freedom of Information and Protection of Privacy Act
FPC	Faculty Promotion Committee
FOS	Faculty of Science
FS	Financial Services

FSCO	Financial Services Commission of Ontario
FT	Full-Time
FTC	Faculty Tenure Committee
FTCE	Full-time Career Employee
FTE	Full-Time Equivalent

G

GA	Graduate Assistant
GAAP	Generally Accepted Accounting Principles
GCM	School of Graphic Communication
GL	General Ledger
GPSS	Graduate and Professional Student Survey

H

HEQCO	Higher Education Quality Council of Ontario
HRMC	Human Resources Management Consultant
HRMS	Human Resources Management System

I

IAC	Instructor Appointment Committee
IEWAS	Integrated Employee Well Being and Accommodation Services

J

JD	Job Description
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L

LAC	Library Appointments Committee
LGIC	Lieutenant-Governor-in-Council

LTD	Long Term Disability
LTF	Limited Term Faculty
LTO	Learning & Teaching Office
LTT	Long Term Temporary

M

MAC	Management and Confidential employee group
MAC	Mattamy Athletic Centre (formerly Maple Leaf Gardens)
Markview	Financial Services invoice review & approval system
MOU	Memorandum of Understanding
MTCU	Ministry of Training, Colleges and Universities
MYA	Multi-Year Agreement

N

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

O

OAC	Ontario Academic Credit
OCAD	Ontario College of Art & Design
OCAV	Ontario Council of Academic Vice-Presidents
OCGS	Ontario Council of Graduate Studies

OCUFA	Ontario Confederation of University Faculty Associations
OEE	Organizational & Employee Effectiveness
OGF	Oracle Government Financials (system Financial Services uses)
OPSEU	Ontario Public Sector Employees Union
ORI	Office of Research & Innovation
ORS	Office of Research Services
OSAP	Ontario Student Assistance Program
OSSD	Ontario Secondary School Diploma
OTO	One Time Only
OUAC	Ontario Universities' Application Centre

P

PAF	Personnel Action Form
PAL	Post Administrative Leave
PAQ	Position Analysis Questionnaire (used for MAC positions)
PCF	Performance and Conduct File (not kept in HR)
PDF	Professional Development Fund (for RFA & CUPE unit 1 members administered by Financial Services)
PDF	Post-Doctoral Fellow
PDQ	Position Description Questionnaire
POI	Person of Interest
ProCom	School of Professional Communication
PSE	Post-Secondary Education
PT&S	CUPE 3904, Unit 2 Part-time & Sessional Instructors
PTR	Progression through the range increase
PYE	Partial Year Employee (employees with pre-defined work/non-work periods)
PT	Part-Time

R

RA	Research Assistant
RAAC	Ryerson Accessibilty Advisory Committee
Req	Position and Appointment Requisition (also referred to as PAR)
RFA	Ryerson Faculty Association
RFI	Ryerson Futures Inc.
RPI	Researchers Portal Initiative
RRPP	Registered Retirement Pension Plan
RSU	Ryerson Student Union
RTA	School of Radio and Television Arts
RU	Ryerson University
RUAA	Ryerson University Alumni Association

S

SAF	Separation Approval Form
SAS	Student Administration System (sometimes referred to as SA or RAMSS)
Self Service	System-based employee functionality in eHR includes time reporting, absence requests, pay advice, T4s, direct deposit, personal information updates, etc. (sometimes referred to as SS or ESS)
SRC	Scholarly, Research and Creative Activities
SSHRC	Social Sciences and Humanities Research Council of Canada
STT	Short Term Temporary

T

TA	Teaching Assistant
TAGA	System for hiring Teaching & Graduate Assistants (being phased out by eHire)
TAI	Teaching Assignment Initiative

TAM	Talent Acquisition Manager
TC	Total Compensation
TESP	Total Earnings Supplemental Plan
TFSA	Tax Free Savings Account
The Chang School	Continuing Education
TRSM	Ted Rogers School of Management

U

UA	University Advancement
UA	University Business Services
UPK	User Productivity Kit (system used to house on-line training for system and web based applications)
UOIT	University of Ontario Institute of Technology

V

VPAF	Vice President, Administration and Finance
VPFA	Vice Provost, Faculty Affairs
VPRI	Vice-President, Research and Innovation