

BOARD OF GOVERNORS
Monday, September 28, 2015
 Jorgenson Hall – JOR 1410
 380 Victoria Street
2:30 p.m. to 4:30 p.m.

TOUR OF RYE'S HOMEGROWN FOLLOWING BOARD MEETING

Time		Item	Presenter/s	Action
2:30	1.	IN-CAMERA DISCUSSION (Board Members Only)		
2:45	2.	IN-CAMERA DISCUSSION (Senior Management Invited)		
		END OF IN-CAMERA SESSION		
2:55	3.	INTRODUCTION		
	3.1	REPORT FROM THE CHAIR	Janice Fukakusa	Information
	3.2	Approval of the September 28, 2015 Agenda	Janice Fukakusa	Approval
3:05	4.	REPORT FROM THE PRESIDENT	Sheldon Levy	Information
	4.1	Transition Report	Sheldon Levy	
3:20	5.	REPORT FROM THE VICE PRESIDENT ADMINISTRATION AND FINANCE		
	5.1	Rye's HomeGrown – Leading Toronto's Agritecture Movement	Janice Winton Arlene Throness Urban Agriculture Coordinator	Information
3:30	6.	REPORT FROM THE SECRETARY	Julia Shin Doi	Information
3:35	7.	REPORT FROM THE PROVOST AND VICE PRESIDENT ACADEMIC		
	7.1	New Appointments	Mohamed Lachemi	Information

7.2	Provost's Report - The Academic Year Ahead	Mohamed Lachemi	Information
7.3	Referendum Request from the Ryerson Arts Society	Heather Lane Vetere	Approval

8. DISCUSSION ITEMS

4:00

8.1	REPORT FROM THE CHAIR OF THE EMPLOYEE RELATIONS AND PENSION COMMITTEE	Mitch Frazer	
8.1.1	Ryerson Retirement Pension Plan Valuation Report and Filing of Report with Regulators	Christina Sass-Kortsak	Approval
8.1.2	Appointment of the Actuary for the Ryerson Retirement Pension Plan	Christina Sass-Kortsak	Approval
8.1.3	Statement of Investment Policies & Procedures (SIP&P)	Christina Sass-Kortsak	Approval

9. CONSENT AGENDA

9.1	Approval of the June 26, 2015 Minutes	Janice Fukakusa	Approval
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10. FOR INFORMATION

10.1	Lieutenant Governor In Council Appointment
10.2	Board Assessment Executive Summary 2014-15
10.3	Ryerson Achievement Report
10.4	Alumni Election to the Board 2015 Report Results
10.5	Board of Governors Work Plan 2015-16
10.6	Ryerson University Senate Dates 2015-16
10.7	Ryerson University Common Abbreviations

4:30

11. TERMINATION

NEXT MEETING OF THE BOARD – November 26, 2015

Board of Governors Welcome – I am pleased to welcome new and returning members to the 2015-16 academic session, including Rhiannon Traill (Arts & Contemporary Studies '08), elected this summer as an alumni representative – and offer very best wishes for a great year.

Ryerson Lifeline Syria Challenge – Thanks to surging support from the university community, your heartfelt compassion has made it possible for Ryerson to double the number of Syrian refugees we can aim to bring to Canada – we are now striving for 25 families (100 refugees), twice the initial figure of 11 families (44 refugees) announced on July 20th. More than 240 students, faculty and staff volunteers have become involved in the initiative so far, and with additional public support have raised more than \$270,000. This represents 10 per cent of the target established by the citizen-led Lifeline Syria which seeks to arrange private sponsorship of 1,000 people in the GTA over the next two years. Ryerson volunteers, many of them students, are hard at work gathering information and planning for the needs of our families and children when they arrive. Members of the Ryerson community are forming or joining sponsorship teams that are committing to support the resettlement of one Syrian refugee family for up to one year at an estimated cost of \$27,000. To volunteer or to donate, visit www.ryerson.ca/lifelinesyria.

Congratulations -

- Phyllis Yaffe, member and former chair of the Ryerson Board of Governors, was appointed a member of the Order of Canada for her leadership in Canada's cultural industry and her community service, notably as the founding chair of Women Against Multiple Sclerosis.
- The Honourable Justice Murray Sinclair (Doctor of Laws *honoris causa* '13), Chair of the Truth and Reconciliation Commission of Canada, has been chosen the recipient of the 2015 Egerton Ryerson Award presented by People for Education for his inspired leadership.
- David E. Smith (Doctor of Letters *honoris causa* 2010), Distinguished Visiting Scholar in the Department of Politics and Public Administration, has been awarded the Saskatchewan Order of Merit for his contributions to post-secondary education in Saskatchewan, publications on government institutions and politics, and a breadth of community service.
- James Temerty (Doctor of Laws *honoris causa* '15) has received the Ukrainian State Honor and been awarded the Order of Yaroslav the Wise, the highest distinction the Ukraine can confer on a foreigner who has not been a head of state or government.
- Annaliese Loepky, Ryerson's first national Loran Scholar, has joined the university from Manitoba as a first-year student in the Ryerson Theatre School performance acting program. The Loran Scholars Foundation selects 30 students from more than 3,800 applicants across Canada, based on academic achievement, community service and leadership potential.

Student Orientation – Congratulations and special thanks to the O-Team for "Illuminate 2015," another amazing launch. With the Pan Am/Parapan Am Games still in mind, one of my favourite activities was Pass the Torch, where students gathered to ignite their leadership journeys. It was

just one of many great opportunities for students to meet and celebrate the new academic year. From residence move-in day to the picnic and campus groups day, Guinness yo-yo's, Shinerama, The Chang School SLC tours with free ice cream, the Rams workout, and RSU's largest outdoor concert ever held on campus, it was a blue-and-gold festival of energy and welcome.

Fall Convocation – I am pleased to share the list of honorary doctorate recipients for Fall 2015, with special thanks to everyone involved in preparing the nominations, and 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 Arts/Faculty of Communication and Design*: Gordon Pinsent – award-winning Canadian actor, screenwriter, director and playwright; Doctor of Laws
- *Ted Rogers School of Management*: Annette Verschuren – Chair and CEO of NRStor Inc.; Doctor of Commerce

BMO Gift – Ryerson is proud to recognize BMO Financial Group for a \$1 million gift to the Tri-Mentoring program (TMP) helping students adjust to university. Now in its 15th year, TMP will be able to expand outreach and programming for students with disabilities, Aboriginal students, LGBTQ students, women in Science, Technology, Engineering and Mathematics (STEM) programs and more. The gift will also create BMO Student Internships to help provide job-placement support for students from marginalized groups; the BMO Awards for Leadership and Community Development; BMO Youth in Focus photography workshops at the Ryerson Image Centre (RIC) for school-aged students from priority neighbourhoods; and a partnership between BMO Financial Group and the Ted Rogers School of Management Careers & Employer Partnerships Centre, mentoring business students as they consider their career options.

Innovation Birmingham MOU – On September 14th the Hon. Michael Chan, Ontario Minister of Citizenship, Immigration and International Trade, joined Ryerson to sign a Memorandum of Understanding with a leading U.K. tech incubator that will set the context for a program of joint initiatives designed to create opportunities for tech start-ups to access new global markets, scale their businesses within accelerated timescales and create new high-value jobs in both locations. One of the major initiatives to be delivered via this partnership is the Next Big Idea Contest — a government-sponsored competition to enable winning tech entrepreneurs from each location to spend two weeks in the partner location meeting with business advisors and scoping out ways to expand their businesses on a global scale. Other initiatives will include an ongoing program of peer-to-peer discussions, expert mentoring sessions and keynote presentations from regional business leaders. Representatives from the UKTI, the High Commission of Canada and NatWest Bank will work alongside the entrepreneurs-in-residence and incubation centre managers at the two centres to facilitate connections.

Summer Company – Fifty-seven young entrepreneurs signed up for Summer Company 2015, almost triple the number of participants since Ryerson began delivering the government program three years ago. Funded by the Ontario Ministry of Economic Development, Employment and Infrastructure, the program gives entrepreneurs aged 15 to 29 who are returning to high school, college or university the opportunity to operate their own businesses for 8 to 12 weeks during the summer. Ryerson is the only university in the province to deliver Summer Company, directed by Vice-President, Research and Innovation Wendy Cukier. More than a third of this year's Summer Company students were from Ryerson, and others attend academic institutions from

across the province. In addition to receiving funding, students attend workshops and consult with faculty and industry mentors to cultivate their sales, bookkeeping, and customer relations skills.

Pan Am/Parapan Am Games – Special thanks to everyone in the Ryerson community for support, spirit and goodwill during the games. I am proud to recognize that Ryerson was a very strong and dedicated participant and contributor in a number of ways, including:

- welcoming international, national and community guests and fans as the basketball venue
- hosting an interactive booth at the PrideHouse Celebrates! Village Festival
- competitive performances by Ryerson student/alumni Pan Am athletes:
 - Braxton Papadopoulos, The Chang School – Gold Medal, women’s freestyle wrestling
 - Dayvon Reid, Ted Rogers School of Business Management – Badminton
 - Brenda Bowskill, Daphne Cockwell School of Nursing – Sailing
 - Mark Peros, (Fashion ’11) – Fencing, Silver Medal, Team Sabre
 - Victoria & Anjelika Reznik, Rhythmic Gymnastics, Group Bronze, Ribbons; Group Bronze, Clubs & 2 Hoops
- designing venues for CIBC Pan Am Park (Ana Stefanovic, ArchSci ’07), including turning a parking lot into a beach volleyball court with more than 3,000 metric tonnes of sand
- creating a slide show of the photographic history of the games at the Mattamy Athletic Centre, prepared by the Ryerson Image Centre in partnership with the Toronto Star archives
- volunteering at athletic events, venues, the athletes village, as part of a huge dynamic crew.

SLC and MAC – This summer two Ryerson buildings attracted particular mention for their place in the developing perspective of the city:

“Every time you come here, people are using the SLC differently.”

Michael Cotton, Senior Architect, SnØhetta, *Architect Magazine* (video)

<http://www.architectmagazine.com/videos/ryerson-university-student-learning-center>

“The digital printed façade has a profound effect on the look of the building, and creates a dynamic experience of the interior as the sun moves across the building.”

Winner - 2015 Most Innovative Decorative Glass Project, Exterior, *Glass Magazine*

“Located at the corner of downtown Toronto's Yonge and Gould streets, the SLC offers space for students to work and share ideas. Inside, levels of the SLC include quiet study spaces, casual study spaces and pretty cool furniture.”

“The Most Eye-Catching Campus Buildings In Canada,” *The Huffington Post Canada*

“Within the walls of the Toronto arena where Elvis once sang and the Maple Leafs hockey team won Stanley Cups, shoppers now stock up on peanut butter and kale while undergraduates play volleyball above them. The rapid pace of change in the world, combined with increasing awareness of the cultural value and sustainable advantages of reusing historic structures, means that more buildings are being called upon to play new roles, sometimes radically different from the ones for which they were designed originally.”

“10 Radical Repurposings,” *UrbanLand Magazine*

from the President's Calendar

June 23, 2015: I attended the Toronto Region Board of Trade Annual Lunch featuring Mayor John Tory delivering remarks about city-building. BOG

June 30, 2015: Ryerson welcomed a Chinese delegation hosted by the Asia Pacific Foundation of Canada on a visit to campus and DMZ to discuss innovation and collaboration.

July 7, 2015: At the request of the Leadership Foundation for Higher Education, I shared a presentation on the development of the entrepreneurial model of education. BOG

July 8, 2015: Ryerson hosted a DMZ visit by Professor Leszek Balcerowicz, former Polish Deputy Prime Minister and Minister of Finance.

June 30, 2015: In a continuing partnership with the Asia Pacific Foundation of Canada to host international visitors, Ryerson welcomed a delegation from the Phillipines to DMZ.

July 15, 2015: I met with Marah Braye, CEO Harbourfront Centre, and toured the Student Learning Centre and DMZ.

August 23-29, 2015: Following up our visit earlier this year, I led a mission to South Africa to help establish “DMZ-Wits” in Johannesburg. We met with Cyril Ramaphosa, Deputy President of the Republic of South Africa, the team at the Johannesburg Stock Exchange, participated in a Wits-Ryerson Workshop on collaboration with South African institutions, and were kindly hosted at a reception by the Canadian High Commission in Pretoria.



BOARD OF GOVERNORS MEETING
September 28, 2015

AGENDA ITEM: Rye's HomeGrown presentation - Leading Toronto's Agritecture Movement

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: Information

BACKGROUND: Rye's HomeGrown began in 2011 as a student initiative with a mission to grow food in various locations around campus, working closely with the Centre for Studies in Food Security, a faculty advisory team, and Campus Facilities & Sustainability to identify under-utilized spaces that could be repurposed for production, learning and engagement.

In 2013 Rye's HomeGrown started a pilot project utilizing 1,000 square feet of the green roof of the George Vari Engineering & Computing Centre (built in 2004 and planted with day lilies) to grow vegetables. In 2014 Rye's HomeGrown joined Ryerson's food services team, and has expanded the original 1,000 square feet to the entire green roof space available to create a rooftop farm.

Today Ryerson is home to one of the few green roofs featuring edible plants. The rooftop farm has been featured in the Toronto Star, Metro News and CBC News.

COMMUNICATIONS STRATEGY: N/A

PREPARED BY:

Name Arlene Throness
Date September 21, 2015

APPROVED BY:

Name Janice Winton, Vice President, Administration & Finance
Date September 23, 2015



Leading Toronto's *agriteculture* movement

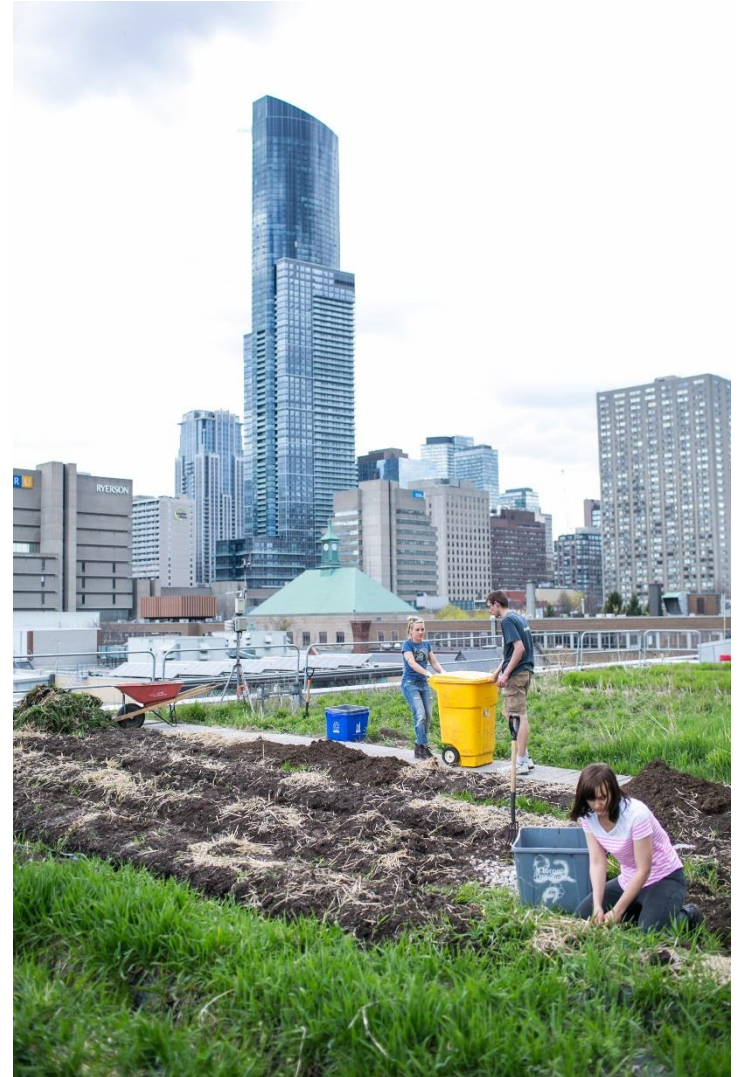
Ryerson
University

ryerson
eats



Agenda

- Project history
- Ryerson University's 10,000 sq ft Rooftop Farm
- Ryerson University leading Toronto's emerging *agritecture* movement
- Media accolades and recognition
- Next steps



Project History

Rye's HomeGrown mission, 2011

To build capacity for food security through production, learning and engagement.

- Student-initiated
- Centre for Studies in Food Security
- Faculty across disciplines
- Campus Facilities and Sustainability
- Seven on-ground gardens



Gould Street garden at Bond Street

2013 | The Opportunity

The Andrew & Valerie Pringle Environmental Green Roof
on the **George Vari Engineering & Computing Centre**, built in 2004,
has been standing for 10 years.

- Initially planted day lilies
- Untouched for 10 years
- Over-taken by weeds



Meadow grasses on rooftop in 2014

2013 | Rooftop Pilot Project

- Started with a Pilot Project of 1,000 sq. ft.
- Green Roofs for Healthy Cities
- Low-impact techniques
- Sustainable farming practices
- Permaculture principles

***Green Roofs for Healthy
Cities
Living Architecture
Monitor, 2013***



Setting on top of Ryerson University's George Costantini Centre in Toronto is a 1,000-square-foot rooftop garden. There are numerous stories about why the building ultimately decided to go green, but one thing is for sure: the green roof installation has undergone dramatic changes since the building was completed in 2004.

The original green roof (made possible in 2004 by a \$100,000 donation by Canadian Ironclad and Ryerson alumni Valerio Pignatti) began as a project to both beautify a rooftop for converted condo

owners as well as to support cutting-edge research. Ryerson selected Gardens in the Sky (now From Canada to Design) and constructed the green roof. The green roof consisted of topsoil, generally planted with native plants, and was designed to work with Mother Nature to work her magic on the open space between the plantings. After almost half a decade of natural maintenance and purely visual work, however, the green roof was flourishing, but not as planned.

Over 10 different pioneering species had managed to become established. These ranged from weeds like Ragwort to trees such as the Norway Maple.

The green roof had become full of biodiversity, but it was difficult to manage.

The reason was that Ryerson University green roof was that of an urban rooftop garden. Later Ryerson's Green is Ryerson University sustainability program and a well-needed source of capital and education. After numerous discussions and meetings, the conversion of the George Costantini Centre green roof to an urban rooftop farm was given the green light.

The green roof contains two sections of plant material

and one was planted in a trial site for Ryerson's HomeGrown to conduct the conversion. The site proved far more successful than the secondary plots—50%—not to do other work and protection providing a microclimate benefit to rooftop gardening.

The roof serves as an example of what can be done when an existing green roof requires revitalization. "This conversion of Ryerson's rooftop not only has enormous potential to increase food production on campus, but also brings an incredible opportunity for hands-on education in urban agriculture within the univer-











































Zucchini \$4

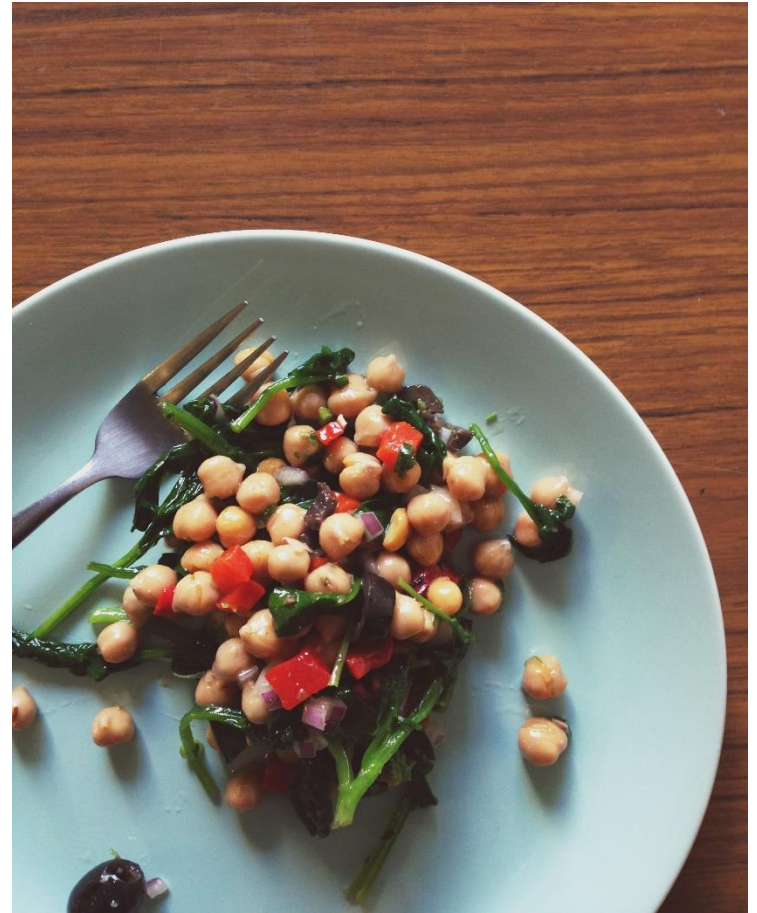
PICKLING
CUCUMBER
\$4



HEAD
PRICE

2014 | Growth

- Moved under the umbrella of Ryerson Eats under Assistant Director of Food Services, Joshna Maharaj
- Produced 5236 lbs.
- Over 30 crops and 100 different varieties
- Over half used in Ryerson Eats kitchens, directly feeding Ryerson students, faculty and staff
- Hosted more than 300 people through tours, workshops and volunteer events
- Earned \$9,000 in revenue from produce sales



*Chickpea Salad with Rooftop Spinach,
made by Ryerson Eats for the Hub Café*

2015 | Today

- On track to produce 7,566 lbs.
- Projected revenue of \$12,000
- Hosted more than 500 people through tours, workshops and volunteer events
- 10 week Spring Garden Design workshop series
- Monthly drop-in volunteer sessions
- Spring Fair, Summer Open Farm and Fall Harvest Party
- Chartered tours for interested groups
- Integrated production and education into our farm programming: CSA



2015 | Programming

Community Supported Agriculture (CSA)

Full Share: 20 weeks x \$25 / week

Benefits of the system:

- Farmers receive investment when expenses are high, yet revenues low
- Alleviates the high financial risk of farming by sharing it with investors
- Guaranteed customers for the harvest

Benefits for members

- Contribute to a healthier food system
- Enjoy a local, seasonal diet
- Become more intimately connect with how and where their food is grown



*Janice Winton, CSA member
weekly produce bag at peak harvest*

2015 | Programming

CSA – Member Farmer “Working Share”

- 3 hours of work per week
- 26 weeks x \$5 / week
- 20 members ranging from Ryerson students, staff, faculty and community

Program Benefits

- Spend time on the farm
- Learn about urban agriculture
- Meet other garden enthusiasts
- Eat the food they help grow



Working Members learn about urban agriculture and contribute to the harvest

2015 | Media & Recognition

TORONTOIST

City Failing to Harvest Potential of Green Roofs

Toronto is poised for more green roofs, but the City's bylaw largely rules out growing fruits and veg.

BY MICHELLE ADELMAN


SEPTEMBER 29, 2014 AT 1:00 PM



Leafs, squash, and carrots are some of the vegetables ready for harvest in August on this part of Ryerson's green roof.


Bees buzz around nearby zucchini flowers as Arlene Throness sinks her fingers into the rich, black soil to fish out one gem-like purple potato after another. If Throness—Ryerson University's agricultural coordinator—digs too deeply, her fingertips will hit the roof of the building on which the garden sits.

***Torontoist | City
Failing to Harvest
Potential of Green
Roofs, 2014***

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Harvesting priceless real estate: Take a look at one of Toronto's green roofs



CTV Toronto: Secret gardens in the city

CTV Toronto: Secret gardens in the city

Janice Golding tours rooftops around the city that have been transformed into a secret garden.

127 93 + 220


Print Email 3

Fan-Yee Suen, CTV/News.ca Staff
Published Monday, May 25, 2015 9:11PM EDT

Above the congested roads, busy sidewalks and grey concrete, a sky-high urban farm is slowly taking root in the heart of downtown Toronto.

The roof of Ryerson University's George Vari Engineering and Computer Centre is one of a number of rooftop gardens in the city. On Monday, volunteers spent their time on the four-storey-high garden, tending to mustard greens, garlic natches and other plants.

ONE SHORT FLIGHT, MANY BEAUTIFUL DRIVES



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***CTV | Harvesting priceless
real estate: Take a look at
one of Toronto's green
roofs, 2015***

2015 | Media & Recognition

8 Wednesday, June 10, 2015

Toronto **metr** NEWS

Up on the roof, you may find a full-fledged farm

AGRICULTURE

Green roofs provide jobs, community — and food galore

Green roofs are nice, but rooftop farms are better.

They're the future of living architecture, say international green roof advocates who gathered in Toronto last week.

Traditional green roofs reduce energy consumption by keeping buildings cooler in the summer and warmer in the winter, and they also absorb rainwater instead of sending it into storm sewers. For this alone, they have become official policy in Toronto.

But rooftop agriculture — or agriitecture — does all this while also providing jobs, generating electricity, training youth and, of course, growing food.

"Toronto is a leader in North America for green infrastructure — not only green roofs, but community gardens. This is about putting those two ideas together," said Steven Peck, president of Green Roofs for Healthy Cities, which hosted the two-day Grey to Green conference.

"We have a handful of agri-



Arlene Throness, urban agricultural co-ordinator at Ryerson University, walks between rows of garlic on the roof at the George Vari Engineering and Computing Centre. TORSTAR NEWS SERVICE

cultural green roofs and all of them are community projects," such as Eastdale Collegiate, Ryerson's engineering building and the Carrot Common," said

Peck. "But we don't have any commercial-scale agriculture on roofs — that's the next thing."

Last month, Toronto was recognized as North America's second best city for building green roofs, with only Washington, D.C., building faster.

Thanks to the green roof by-law passed in 2009, all new buildings over six storeys tall and with more than 2,000 square metres of floor space must have at least 20 per cent green roof.

But because planners envisioned using perennial plants, certain regulations discourage seasonal crops, said Arlene Throness, who designed and

operates the 929-square-metre farm on the roof of Ryerson University's George Vari Engineering and Computing Centre. The city bylaw requires green roofs to be 80 per cent covered three years after planting. If you're harvesting crops every season, the green roof is periodically naked while the new crops grow, and this breaks the law, Throness explained.

"I think the fear was that edible plants would take too much labour and water," and the city wanted to give developers a low-maintenance solution for building green roofs, Throness said. "But we've been



Radishes growing on the roof. TORSTAR NEWS SERVICE

monitoring our water use and don't require any more."

Last summer the roof hosted a five-crop rotational farm that produced more than two tonnes of vegetables, she said. "We've found that we can grow everything here."

The harvest is split between campus kitchens and the Gould St. farmers' market.

Ontario imports billions of dollars' worth of produce from California each year, and this supply is threatened due to the state's prolonged drought, said Throness. Rooftop agriculture adds local food security to the environmental benefits of green roofs.

For Peck, while rooftop farms aren't appropriate everywhere — older buildings often can't handle the extra weight — they're an essential part of the future of the city.

"There are still hundreds of millions of square feet of roofs in Toronto that could still be greened," Peck said. "We invest billions and billions of dollars on grey infrastructure. It would pay great dividends to devote a small part of that to green infrastructure."

TORSTAR NEWS SERVICE

ENVIRONMENT

Pesticide rules aim to aid bees

Ontario is introducing new regulations to dramatically reduce the number of acres planted with corn and soybean seeds coated with a relatively new class of pesticides known as neonicotinoids, which are highly toxic to bees.

Neonicotinoids are nicotine-based insecticides that contain neurotoxins which make all parts of the plant harmful to insects feeding on them, don't break down quickly in soil, and can be transported by runoff from fields to rivers and lakes.

Most of the food we eat and Ontario's natural habitats depend on a healthy pollinator population, and reducing the use of neonicotinoids will help protect bee colonies, said Environment Minister Glen Murray.

Virtually 100 per cent of corn seeds and about 60 per cent of soybean seeds planted in Ontario are treated with neonicotinoids, figures the province wants to reduce by 15 per cent in just two years.

For the 2016 planting season, farmers will be able to use the pesticide-treated seeds on up to 50 per cent of their corn and soybean crops, but must prove they have a pest problem before using any additional neonicotinoids.

Starting in the 2017 planting season, farmers must complete a pest assessment report to prove they need the neonicotinoids before any neonic will be allowed.

Over the last eight years, Ontario beekeepers experienced unusually high losses over the winter months, reaching 58 per cent in 2013-14. The government hopes its regulatory changes will lower overwinter losses to about 15 per cent, a level considered acceptable and sustainable by the bee industry.

TORSTAR NEWS SERVICE

Metro News |
Up on the roof, you may find a full-fledged farm, 2015

BY THE NUMBERS

72,020: Square metres of green roofs built in Toronto in 2014.

232,000: Square metres of green roofs already in existence.

4,984 hectares: Total land area available for green roofs in the City of Toronto.

20%: Minimum area that must be covered by green roof on new buildings.

2 tonnes: Amount of produce last summer from a 929-square-metre farm on the roof of the George Vari Engineering and Computing Centre at Ryerson University.

2015 | Media & Recognition

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Green roofs and 'agritecture' have potential to transform food supply in cities

'We've become very disconnected from nature,' says one expert, and urban farming offers a solution

By Andre Mayer, Eric Foss and Manmeet Ahluwalia, CBC News Posted: Aug 07, 2015 3:32 PM ET | Last Updated: Aug 10, 2015 3:38 PM ET



Green Roof Growth 2:12

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Rooftop gardens have become an increasingly common feature in North American cities, as urban planners extol the benefits of more greenery in the concrete jungle.

But news of precarious growing conditions in major farming states such as Florida and California as well as awareness of the importance of "buying local" have led to greater interest in using urban rooftops to

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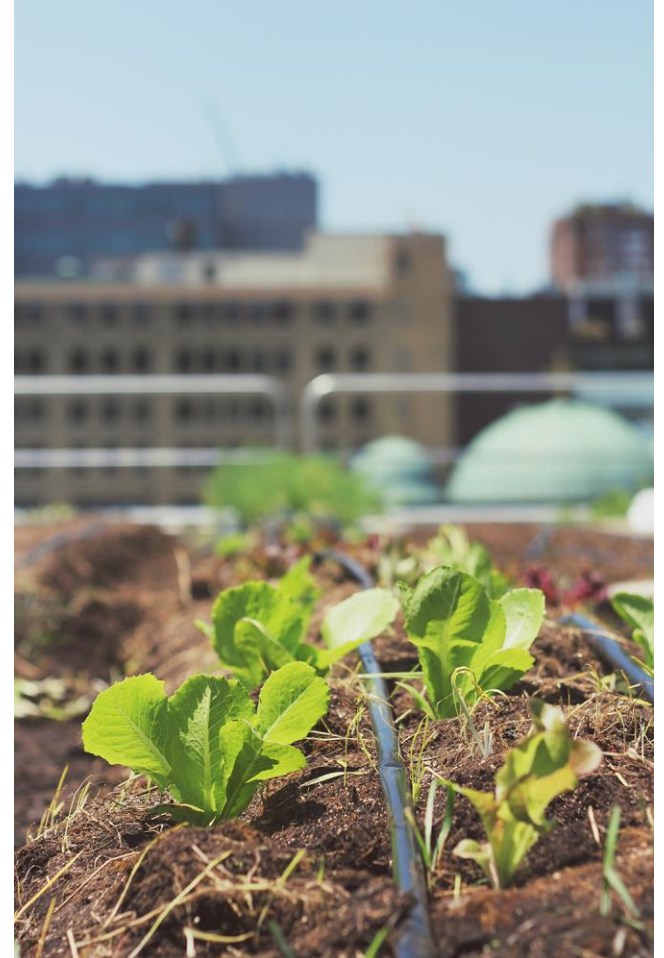
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CBC | Green roofs and 'agritecture' have potential to transform food supply in cities, 2015

Why Green Roofs?

- Reduces urban heat island effect
- Diverts storm water runoff
- Mandatory for new buildings over 2000 square feet and above 6 stories
- Toronto was the first city in North America to pass this law, 2009



Ryerson, a leader in *agriteculture*

- Toronto is a leader in green roof technology and policy within North America.
- Ryerson University is home to one of the only green roofs featuring edible plants.
- Ryerson University's rooftop farm has exceptionally fertile, living soil.



2016 | Next Steps

- Build capacity and staff support
- Make resources accessible to the public
- Enhance programming
- New branding with Ryerson Eats & Communications, Government and Community Engagement (CGCE)
- Upgrade infrastructure to make space more functional



Thank you!



DECANAL SEARCHES – This fall I announced the establishment of three decanal search committees for the Faculty of Arts, Faculty of Community Services and the Yeates School of Graduate Studies. Dean Usha George completes her second and final term as dean, Faculty of Community Services on June 30, 2016, and we offer warmest thanks for her dedication to intensifying academic excellence and enhancing Ryerson’s reputation as Canada’s leading comprehensive innovation university. I also want to thank Deans Jean-Paul Boudreau and Jennifer Mactavish who complete their first terms as deans of the Faculty of Arts and Yeates School of Graduate Studies, respectively, on June 30, 2016, for their leadership to date. Each is eligible to apply for a second term, as per the AAA Policy. The nomination period for these three search committees closed on September 16th. Membership on the search committees will follow the Policy and Procedures Relating to Search Committees and Appointments in the Academic Administration and adhere to Ryerson policies on equity, harassment prevention and access.

WELCOME

Alok Mukherjee, academic and former chair of the Toronto Police Services Board, has been appointed distinguished visiting professor at Ryerson University. Mukherjee will support Ryerson’s Office of the Assistant Vice-President/Vice-Provost, Equity, Diversity and Inclusion (EDI) and the Department of Criminology in the Faculty of Arts. His career in academia began at Ryerson in 1994 and he returns to promote multidisciplinary research, collaborate on projects related to police governance, accountability and community-based public safety, and deliver and participate in courses and workshops with a special interest in human rights and race relations.

Deborah Newman, former deputy minister of the Ontario Public Service, has been appointed distinguished visiting scholar at Ryerson University in the Departments of Criminology and Politics & Public Administration, Faculty of Arts. From 2005-2015, Newman served as deputy minister in the Ministries of Training, Colleges and Universities, Correctional Services and Community Safety, leading the transformation of services for youth in conflict with the law and creating a dedicated system for young people. With a focus on experiential learning, Deborah will help move student ideas into action by contributing to mentorship programs, identifying industry engagement opportunities and exploring collaborations with the SocialVentures Zone.

Aryeh Gitterman, assistant deputy minister for the Ontario Ministry of Children and Youth Services and formerly with the Ministry of Education, has been appointed this year’s Ontario Public Service (OPS) Visiting Fellow at Ryerson. Bringing 25 years’ experience in government to the university, he will teach in the Master of Arts in Public Policy and Administration program and work on research and other projects, in particular sharing with students the perspective and insight required to look at all the factors that contribute to policy – stakeholder input, political input, media relationships, research evidence – and explore the development of a creative angle to policy development that is yet to be effectively uncovered to improve services for families.

APPOINTMENTS

Brian Lesser has been appointed Ryerson's inaugural chief information officer (CIO) effective September 1st. Reporting to the provost and vice-president academic, and the vice-president administration and finance, this newly created position aligns Ryerson's information technology (IT) services with our Academic Plan, and recognizes the critical and increasingly complex role IT plays in learning, teaching, research and strategic planning in both academic and administrative areas. As director of Computing and Communications Services, Brian helped lead the transition to Google Apps for Education and the migration from Blackboard to Ryerson's new learning management system, Desire2Learn's (D2L) Brightspace, and sits on the DMZ steering committee. Earlier achievements include Ryecast, as well as partnering with the Rogers Communications Centre on the Digital Media Projects Office, and with the Library on Ryerson Mobile. He joined Ryerson in 1989 as an instructor of photography and new media in the School of Image Arts.

ACADEMIC DEVELOPMENT

Fall 2015 new academic options –

- The Faculty of Arts Department of Languages, Literature and Cultures – interdisciplinary anthropology option, with three courses for the major: Introduction to Anthropology, Anthropological Perspectives and Ethnographic Practices;
- The Chang School – 9 new programs in creative and technical skills, including a new Certificate in Digital Art Production, and course series in 3D printing, children's publishing, creative photography, creative writing, environmental sciences, family supports and community engagement, social media practices and reputation management, and science, technology, engineering and mathematics;
- Yeates School of Graduate Studies – 3 new advanced options: a Master's Diploma in Energy and Innovation, a Master of Science and Management, and a Professional Master's Diploma in Enterprise Information Security, Privacy and Data Protection.

Satellite design – Krishna Kumar, Canada Research Chair (CRC) in Space Systems Engineering, is developing a fourth-year capstone course in which Ryerson aerospace students will design and build a microsatellite that will be launched into lower orbit, the first Canadian university to offer this unique opportunity. Designed between winter 2014 and spring 2015, the first satellite is scheduled to launch in March or June 2016. The program plans to develop three satellites as experiments for design improvements before more ambitious collaborative activity, with the potential goal of becoming a centre for Canada's miniature satellite experiments, and providing a platform for international research and collaboration with universities around the world.

Live-in Lab - Four students from the Faculty of Community Services (Kimberley Slimming, Brandon Arkinson, Sharla Everd and Heather Norris) went to Amrita University this summer to participate in a program that engages international students in social innovation through experiencing issues in rural Indian communities. The Ryerson students lived in a village environment and, through a translator, studied problems in areas such as water, health, and education; devised solutions; and taught Indian schoolchildren. The Live-in Lab will be part of the Faculty of Community Services' new minor in social innovation launching in September 2016. The

Faculty of Community Services is also exploring partnership with SHAWCO, a student-run social innovation initiative based at the University of Cape Town, South Africa.

Fort York Time Tablet Experience – Anyone who has visited a museum knows what it means to “make history come alive.” A virtual reality system developed by AWE Company Ltd. and filmmaker Srinivas Krishna in collaboration with Ryerson University lets visitors see facsimiles of historical events in the environment where they happened. Three teams from the faculty of engineering and architectural science, led by professors Matthew Kyan, Ling Guan, Yifeng He, and five graduate students, began developing the technology in 2011, and the launch of the immersive experience is anticipated next spring.

Accreditation of University Teaching Development Program (UTDP) – The Ryerson University Teaching Development Program (UTDP) offered by the Learning and Teaching Office has been accredited by the Staff and Educational Development Association of the United Kingdom (SEDA UK). Ryerson is now one of only four Canadian universities to earn SEDA accreditation, signifying the distinction of the UTDP program on an international scale. Since the start of the UTDP in 2004, more than 180 faculty members have participated, reflecting a strong commitment to teaching excellence and support. The UTDP is led by Gosha Zywno, professor and LTO faculty associate, recipient of the 3M National Teaching Fellowship, the highest academic teaching award in Canada, and winner of both the Ontario Confederation of University Faculty Associations’ and the Ryerson Teaching Excellence Awards.

PARTNERSHIP

Women in Film & Television Toronto/Shaw Media – The G. Raymond Chang School of Continuing Education is partnering with WIFT-T and Shaw Media to provide screen-based professionals who aspire to be strong and effective managers with the skills they need to set themselves apart in today’s highly competitive and global industry. The new Shaw Media Management Accelerator (SMMA) program jointly developed by WIFT-T and The Chang School is formulated to accelerate participants’ careers by helping them become effective managers, decision makers and communicators—foundations for becoming future leaders. The program will launch in October, 2015. The unique program covers key managerial principals including: business communications, project management, essential financial concepts, marketing, and strategic planning. Following completion of the program, each participant will be placed in a customized mentoring group, led by an industry leader who will provide additional guidance.

World Cities World Class University (WC2) Network - Ryerson has become the 11th member, and the first in Canada, of the WC2 Network, an international body that brings together universities in major cities to respond to the challenges and opportunities confronting urban areas. Other universities in the network include City University of New York, Hong Kong Polytechnic University, and the University of the Witwatersrand in South Africa. Established in 2010, WC2 brings together top universities located in major world cities in order to respond to the challenges and opportunities facing urban areas. By providing a forum for scholars and practitioners from a range of disciplines from across the globe, the network creates opportunities for inter-disciplinary and cross border cooperation. Location in the heart of one of the world’s most diverse urban centres and a track record for sustained engagement with the local community and economy has garnered Ryerson University membership in a global university

forum. As a member of WC2, Ryerson will contribute to all five of WC2's themes: business, eco-campus, global cultures, global health, and transport. A cohort of Ryerson students and faculty attended the inaugural WC2 symposium at City University London in August, to consider the key challenges faced by global cities in the 21st-century and the ways in which universities can and are providing responses.

IBM Bluemix Garage @ DMZ – IBM has announced the opening of a new Bluemix Garage, the first in Canada, at the Ryerson DMZ in Toronto. The Bluemix Garages create a bridge between the scale of enterprises and the culture of startups, by establishing physical collaboration spaces housed in the heart of thriving entrepreneurial communities around the world. Toronto marks the third Bluemix Garage, building on successful implementations in San Francisco and London, with planned additions in Nice, France and Melbourne, Australia later this year. Bluemix Garages help enterprises harness the spirit and pace of startups while pouring back into the local community with mentorship and skills development on the latest cloud technologies. IBM launched Bluemix via a \$1 billion investment in 2014, growing rapidly to become the largest Cloud Foundry deployment in the world. The user-centric methodology of the Bluemix Garages process transforms ideas into initial products quickly, connecting developers, startups, entrepreneurs and innovators with enterprises, advisers and influencers in an environment that emphasizes speed and scalability. Enterprise clients will have access to talented entrepreneurs and developers through the Toronto Bluemix Garage; in turn, the Garage will open the door for startups to IBM's extensive base of partners and connections to build more functional apps and apply technology across various industries and deploy their solutions into the marketplace.

AWARDS & DISTINCTION

- Harald Bauder, founding director of the Ryerson Centre for Immigration and Settlement, and professor in immigration and settlement studies, and geography and environmental studies, is the 2015 winner of the Royal Society of Canada Konrad Adenauer Research Award, presented to honour a scholar's entire academic record and promote academic collaboration between Canada and Germany.
- Michael Coutanche, RTA School of Media, has been named the 2015/16 Ryerson Fellow at Massey College, and will lead development on the 2017 Report on Canadian Screenwriters, contribute to The Actors' Fund of Canada project on the future of the entertainment industry, and work with students to demystify media and encourage storytelling.
- Seth Dworkin, Mechanical and Industrial Engineering, is the recipient of the 2015 Young Engineer Award, presented by the Ontario Society of Professional Engineers as part of the annual program recognizing engineering excellence and achievement and outstanding contributions to the profession and the community.
- Ron Stagg, Department of History, received the Ontario Historical Society Cruikshank Gold Medal for more than three decades of distinctive service to the organization as a member, supporter and volunteer, and for his contributions sustaining the quality of the scholarly journal *Ontario History*.
- The TA/GA Awards presented by the Learning and Teaching Office recognize contributions made by teaching and graduate assistants to the quality of undergraduate student learning

experiences at Ryerson, emphasizing three criteria: community building, employee relations, and the student experience. The 2014/15 recipients are: Raghad Kamel, Mechanical and Industrial Engineering; Lingqian Li, Psychology; Roshanak Pashang, Chemistry and Biology; Farhana Shamsad, Chemistry and Biology; and Nathan Wilson, Writing Skills Initiative/Urban and Regional Planning.

- Melissa Baker, Master of Health Science in Nutrition Communication program, has won the 2015 Dietitians of Canada Award for her commitment to the profession, and dedication to the well-being of Canadians through her blog, upbeet.ca, and social media sharing recipes and encouraging healthy living.
- Ian Ray Barcarse, Monica Batac, Corinne Graham, Taylor Maclean, and Danielle Taylor, School of Professional Communication, won the International Association of Business Communicators (IABC) Sharon Berzok Student Award for a graduate academic project developing social media and website strategies for the fine dining sector.
- Four designs by Ryerson architectural science students are among the eight finalists (the others are from Italy, Sweden, Milwaukee and New York) chosen from more than 80 submissions received in the 2015 Sukkahville international competition: *Lulav Forest*, by Adryanne Quenneville + Tasneem Rahman; *Frame*, by Daniel Rosati; *Guiding Light*, by Eric Aquino; and *Shelter of Four* by Kaya Kim + Deena Jamokha.
- Michel Kouadio, FCAD director of technology planning and innovation, received an honourable mention at the 2015 global Campus Technology Innovators Awards, for the Ryerson Mobile Learning Project's redesign of the School of Journalism's infrastructure.
- *Make-Shape-Change*, the Faculty of Communication and Design 2014-15 annual report, won Gold as a Grand Award Winner in the 2015 ARC Awards Competition honouring outstanding achievement in annual reports, rated best in Canada for the third year in a row.
- Ryerson won two Prix d'Excellence 2015 awards from the Canadian Council for the Advancement of Education (CCAE): RU Student Life won gold for #RoadToRyerson, an interactive site about transition to university; and Communication, Government and Community Engagement (CGCE) won silver for the World Pride TO 2014 campaign.
- Sylvia Xiaoying Ma, Graphic Communications Management, won the 2015 Sinapse Simulator-Based Productivity Contest, in a final round that set Ryerson vs Appalachian State University (North Carolina). The task was to solve four sets of print problems of increasing complexity with a 10-minute time limit for each. Final score: Canada 3, United States 1.
- Ryerson filmmakers at the 2015 Toronto International Film Festival included:
 - Hellions* – directed by Bruce McDonald (IMA '82)
 - Closet Monster* – produced by Kevin Krikst (IMA '07), written and directed by Stephen Dunn (IMA '13)
 - The Rainbow Kid* – written, directed and produced by Kire Paputts (IMA '07), edited by Michael Pierro (IMA '07)
 - Fire Song* – written and directed by Adam Garnet Jones (IMA '07)

How Heavy This Hammer – written and directed by Kazik Radwanski (IMA '09), produced by Daniel Montgomery (IMA '08), photography directed by Nikolay Michaylov (IMA '14), edited by Ajla Odobašić (IMA '08)

Sleeping Giant – written and directed by Andrew Cividino (IMA '06), produced by Karen Harnisch (IMA '09) and Mark Swenker (IMA '08), edited by James Vandewater (IMA '07), written and produced by Aaron Yeger (IMA '06), director of photography James Klopko (IMA '07), production designer Erika Lobko (IMA '12), sound recordist Adam Parsons.

Boxing – Directed by Adam Shipley (IMA '14) and Grayson Moore (IMA '14), Edited by Daniel Haack (IMA '14), Production Designer Thea Hollatz (IMA '14)

Guantanamo's Child: Omar Khadr – a film by Michelle Shepard (Journalism '96)

Academic Administrative Appointment**Charles Falzon, Dean, Faculty of Communication & Design**

Charles began his five-year term as Dean of the Faculty of Communication & Design on July 1, 2015. Charles first joined the university more than 20 years ago as a part-time instructor, bringing his professional expertise as a creative producer and media executive into the classroom and studio. In 2010, Charles was appointed chair of the RTA School of Media. Under his leadership, the School has renewed its reputation among students and industry. Curriculum was refreshed across its three undergraduate programs including the recently launched sport media program that is home to the new Sportsnet RTA Production Centre. The Transmedia Zone was established for students to pursue their ideas related to content innovation, and RTA Productions was opened as an in-house opportunity for students to participate in professional work. Charles, who graduated from Ryerson's Radio and Television Arts undergraduate program, holds a master's degree in theology from the University of Toronto and a master's in spirituality from Regis College.

Brian Lesser, Chief Information Officer Computing & Communications Services

Brian Lesser has been appointed Ryerson's inaugural Chief Information Officer effective September 1. This newly created position is designed to align Ryerson's information technology (IT) services with our Academic Plan and vision to become Canada's leading comprehensive innovation university. It is also in response to the critical and increasingly complex role IT plays in learning, teaching, research and strategic planning.

Reflecting the way IT bridges academic and administrative work, Brian will report to both the Provost and Vice President Academic and the Vice President, Administration & Finance. This model will facilitate the development of a more cohesive university-wide approach to providing IT services, with the goal of working collaboratively with all Ryerson IT service providers.

Brian joined Ryerson in 1989 as a part-time instructor in the School of Image Arts and has taught imaging technology and multimedia scripting in both the Photography and New Media programs. Since 1995 he has held several positions in CCS including Manager, Academic Computing; Assistant Director, Application Development and Support, and Director. In partnership with the Rogers Communication Centre, Brian created the Digital Media Projects Office. He helped create the first identity management system at Ryerson that, among other things, made possible the automatic registration of students in online courses. Later he helped introduce a service oriented architecture to better integrate the Financial Services, Human Resources, and Student Administration systems. More recently, Brian has worked on a number of new initiatives including Ryerson Mobile in partnership with the Library, the Ryecast system for recording and streaming lectures and events, the introduction of Google Apps at Ryerson and the transition from Blackboard to D2L.

Before Ryerson Brian worked in the Photograph Conservation Lab of the National Archives of Canada and the Thin Film Science Lab of the Xerox Research Centre of Canada.

THE ACADEMIC YEAR AHEAD

2015 – 2016

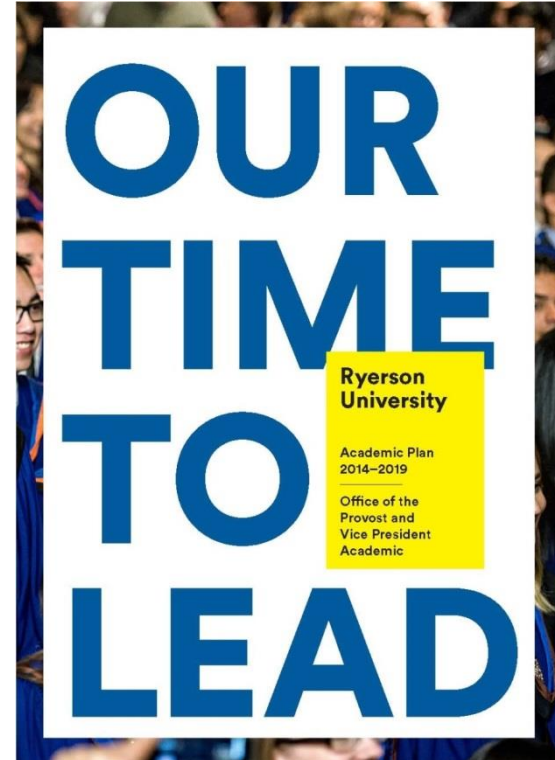


**Ryerson
University**

Mohamed Lachemi
Provost and Vice President Academic
Ryerson University
Board of Governors
September 28, 2015

Last Academic Year by the Numbers 2014-2015

- **32,421** undergraduate students
- **2,419** graduate students
- **6,689** graduates
- **3 new programs:** Sports Media BA, Certificates in Big Data and Caribbean Studies
- **DMZ ranked #5 in the world and #1 in Canada**
- **Our Time To Lead** approved by Senate



The Academic Plan: Year One Success

PRIORITY 1:

Enable greater student engagement and success through exceptional experiences

- Opening of the award-winning Student Learning Centre

PRIORITY 2:

Increase SRC excellence, intensity and impact (Wendy Cukier)

- NSERC Strategic Partnership Grant - \$5 million (Bala Venkatesh)
- SSHRC, Partnership Grant (Henry Parada)

PRIORITY 3:

Foster an innovation ecosystem

- Three new zones: Launch Zone, Legal Innovation Zone and SocialVentures Zone

PRIORITY 4:

Expand community engagement and city building

- PanAm Games, WE Day, World Pride
- Law Practice Program – 260 candidates

The Academic Year Ahead: Quality Faculty and Administration

Academic administrators

Charles Falzon, dean, Faculty of Communication & Design

Brian Lesser, chief information officer

- Will align IT services with Academic Plan and vision

New faculty members

28 tenure stream

The Academic Year Ahead: Fall Enrolment

35,000 undergraduate students

2,475 graduate students

4,250 credit continuing education students

International Students:

1,025 undergraduate students

244 graduate students

105 credit continuing education students

The Academic Year Ahead: Quality Students

69,382 undergraduate applications for
8,483 first-year spaces

TOP 3: APPLICATIONS TO AVAILABLE SEATS

Criminology	23:1
Performance Acting	21:1
Psychology and Biomedical Science	20:1

The Academic Year Ahead: Quality Students

TOP 5: PROGRAM ENTERING AVERAGES

Nursing	90%
Creative Industries	89%
Theatre - Acting	89%
Biomedical Engineering	88%
Prof. Communications	88%

RYERSON'S FIRST LORAN SCHOLAR

- Annaliese Loepky – a first-year student from Manitoba
- Studying Performance Acting



The Academic Plan: The Year Ahead

Priority 1: Enable greater student engagement and success through exceptional experiences



Multi-year Academic Plan investments

ServiceHub

An integrated hub of Registrar services and support from admission to graduation, Jorgenson Hall



The Academic Plan: The Year Ahead

Priority 2: Increase SRC excellence, intensity and impact

- OVPRI - Wendy Cukier
- Partnership with St. Michael's Hospital
 - Institute for Biomedical Engineering, Science and Technology (iBEST)
 - A space for FEAS to research and collaborate with St Michael's biomedical experts in a clinical environment



The Academic Plan: The Year Ahead

Priority 3: Foster an innovation ecosystem

A SocialVentures Zone
ARC-100, Achitecture Bldg. Lower Level

A Zone Learning Centre
ARC-100, Achitecture Bldg. Lower Level

B Transmedia Zone
RCC 230, Rogers Communication Centre

C Innovation Centre for Urban Energy
147 Dalhousie St.

D Launch Zone
Student Learning Centre, 341 Yonge St., 3rd Floor

E The DMZ
10 Dundas St. East, 6th Floor Main Reception

E Fashion Zone
10 Dundas St. East, Level B2

E The Joe Fresh Centre
10 Dundas St. East, 3rd Floor

E Legal Innovation Zone
10 Dundas St. East, 10th Floor

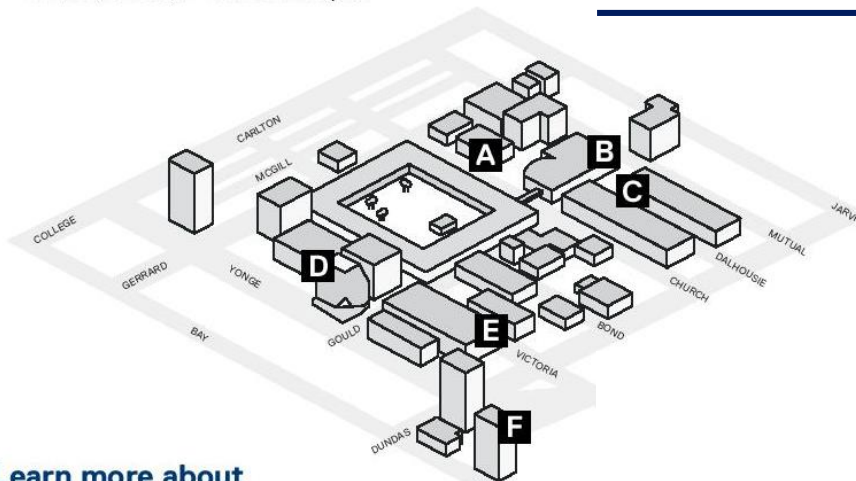
F Design Fabrication Zone
Bell Trinity Centre, 483 Bay St., Suite 103N

Two new zones:

- Biomedical Zone
- iBoost



Founding academic partner



Learn more about
the zones online:
ryerson.ca/zonelearning

The Academic Plan: The Year Ahead

Priority 4: Expand community engagement and city building

- World Cities World Class University Network (WC2)
- Lecture series: *Where Mind & Action Intersect*



International Partnerships:

- Innovation Birmingham
- Bombay Stock Exchange Institute
- South Africa

Our Time to Lead

Year 1 was a huge success

Year 2 moving forward strategically with bold action



BOARD OF GOVERNORS MEETING
September 28, 2015

AGENDA ITEM:

Referendum Request from the Ryerson Arts Society

STRATEGIC OBJECTIVES

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

ACTION REQUIRED: Approval

SUMMARY: Members of the Ryerson Arts Society (RAS) are seeking support from the Board to hold a referendum asking for support from Faculty of Arts students to create a levy to fund the work of the Ryerson Arts Society.

BACKGROUND: Throughout the summer, student leaders from psychology, sociology, history, politics, economics & finance, and arts and contemporary studies, have been working together to develop the vision, organizational structure, constitution, and financial plans for a new society that would link students from different programs within the Faculty of Arts. This is a student-led, faculty-wide organization similar in structure and purpose to the Ryerson Engineering Student Society, the Ryerson Commerce Society, the Ryerson Communication and Design Society, and the Ryerson Science Society. With the Board's approval, they plan to hold a referendum in the Fall 2015 term to create a levy that will provide sustainable funding for the new society.

Please see attached documents for more information: Memo from the Vice-Provost, Students; Power Point presentation slides.

COMMUNICATIONS STRATEGY: The Ryerson Arts Society will communicate directly with its members – Faculty of Arts undergraduate program students. Communication related to the referendum will follow the Board's referenda policies and procedures.

PREPARED BY:

Name: Marzia Riaz

Date: September 18, 2015

APPROVED BY:

Name: Heather Lane-Vetere, Vice-Provost, Students

Date: September 18, 2015

September 18, 2015

To: Ryerson University Board of Governors

From: Heather Lane Vetere, Vice-Provost, Students

Re: Request to hold a referendum to create a Ryerson Arts Society levy

Student leaders from psychology, sociology, history, politics, economics & finance, and arts and contemporary studies have been working on establishing a new student society within the Faculty of Arts – the Ryerson Arts Society (RAS). They have refined their vision, organizational structure, constitution, by-laws and financial plans, with the full support of the Dean of the Faculty of Arts. The goals of the society are to connect undergraduate students across the faculty's full-time programs, and to provide them with meaningful and targeted programming.

RAS will be similar to the Ryerson Engineering Student Society founded in 1988, the Ryerson Commerce Society founded in 2003, the Ryerson Communication and Design Society founded in 2013, and the Ryerson Science Society which is holding a referendum this November. These organizations work within their respective faculties to address the particular co-curricular needs of their members, and provide a focus and source of funding for student groups and activities.

In summer 2015, a survey was conducted asking arts students questions about the idea of funding the new society. The results showed strong support. 289 students completed the survey. Below are some of the questions asked and the % agreement with each statement.

- Would you be supportive of an arts society that would develop and enhance professional, academic and co-curricular opportunities for arts students? **95% agreed**
- Would you consider paying to partially fund a society that provides enhanced professional, academic and co-curricular opportunities for students and increased collaboration, cooperation and community between all the programs in Arts? **70% said yes to amounts between \$25-\$40 per semester**

The RAS steering committee includes:

Marzia Riaz	Melissa Khachik
Danielle Davis	Kristin Walcott-Dass
Jessie Dhaliwall	James Dittburner
Nikita Drakokhurst	Axel Smith

The Ryerson Arts Society Mandate

The Ryerson Arts Society (RAS) is a student-led society that represents all full-time, undergraduate students within the Faculty of Arts at Ryerson University. The RAS mandate is to promote student excellence by advocating for more opportunities for students in the Faculty of Arts, thereby creating a community in which they can thrive in their field of study.

Next Steps

The RAS is seeking approval from the Board to hold a referendum asking for support from Faculty of Arts students to create a levy to fund the new society. If approved, the referendum would be held in November 2015. If the referendum passes, the fee would begin in September 2016.

Proposed Referendum Question:

Do you agree to the creation of a fee of \$30.00 per semester to be paid by all students enrolled in a full-time Faculty of Arts program, starting September 2016 and increased for inflation annually by the CPI of Toronto, to fund the operation of the Ryerson Arts Society?

Yes

No



RYERSON ARTS SOCIETY

We Are Arts

**Ryerson
University**

**Faculty
of Arts**

Fall
2015

We Are Arts

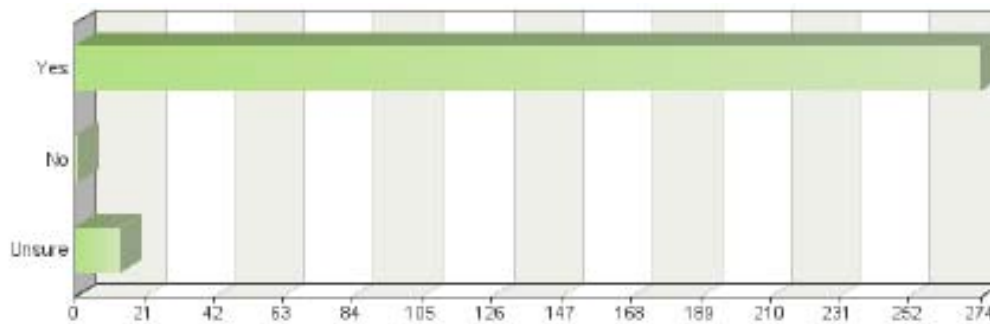
Arts & Contemporary Studies | Criminology |
English | Geographic Analysis |
Environment & Urban Sustainability | History |
Language and Intercultural Relations
International Economics & Finance |
Philosophy | Politics & Governance |
Psychology | Sociology | Undeclared Arts

OUR MANDATE

To promote student excellence by advocating for more opportunities for students in the Faculty of Arts, thereby creating a community in which they can thrive in their field of study.

Reputation – Academia – Professionalism

STUDENT SUPPORT



274 of 289 students who completed the survey were in favour of the Arts Society.

Pledges of support from:

- Dean's Office
- Ryerson Commerce Society
- Ryerson Engineering Student Society
- Ryerson Communication and Design Society
- The DMZ

Comparison with other Ryerson Societies



\$60.00 levy



\$65.00 levy



\$64.61 levy

Compared to other societies and given our survey results,
we feel \$60.00 is a fair amount that
will allow RAS to be sustainable and effective

ALLOCATION OF FUNDS

- Awards and bursaries
- Conferences/competitions
- Orientation Week
- Professional events
- Project funding
- Student groups and course unions funding
- Undergraduate publications

RAS BENEFITS

- Connect the 11+ programs within the FoA
- Create a reputation for students in the Faculty
- Provide further experiential learning opportunities
- Foster relationships between students and discipline-related organizations and industries
- Provide funding for Arts students' activities and initiatives

REFERENDUM QUESTION

"Do you agree to the creation of a fee of \$30.00 per semester to be paid by all students enrolled in a full-time FoA program, starting September 2016 and increased for inflation annually by the CPI of Toronto, to fund the operation of the Ryerson Arts Society?"

TAKING IT TO A HIGHER LEVEL

- More professional and collaborative opportunities
- Greater involvement in course unions and student groups
- Succession planning for student leadership
- Support for entrepreneurship within the faculty
- More exposure for student work
- Contribution to Ryerson's city-building efforts

THANK YOU

Dr. Heather Lane Vetere, Dr. Jean-Paul Boudreau, Dr. Marcia Moshe, Kirsty Pazeck-Smith, Stephen Kassim, Steering Committee Members, Casey Yuen, Cormac McGee, Members of the Board of Governors, President's Office, other Ryerson Student Societies, and Ryerson students who have supported and participated.

DRAFT RESOLUTION

RE: STUDENT REFERENDUM REQUEST – FACULTY OF ARTS

BE IT AND IT IS HEREBY RESOLVED:

THAT the Ryerson Election Procedures Committee be authorized to hold a student referendum, at a time to be determined, amongst Faculty of Arts students enrolled in full-time undergraduate programs, to seek approval for the creation of a fee of \$30.00 per semester, starting in September 2016, to be paid by all undergraduate students enrolled in a full-time Faculty of Arts program, to fund the operation of the Ryerson Arts Society.

THAT the compulsory fee be adjusted for inflation annually according to the Toronto Consumer Price Index (CPI); and

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

September 28, 2015



BOARD OF GOVERNORS MEETING

September 28, 2015

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 Ryerson Retirement Pension Plan (RRPP) at January 1, 2015, prepared by the Plan's actuary, Towers Watson.

At the June 18, 2015 meeting, the ERPC approved changes to the assumptions including updating mortality assumption to reflect pension size, an update to the commuted value basis and a decrease to the assumption for non-investment expenses. These changes resulted in an increase in liabilities of \$11.4m.

The surplus on a going concern basis stands at \$7.9m, slightly lower than indicated in the preliminary results presented at the June 18, 2015 ERPC meeting.

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, 2014 valuation.

COMMUNICATIONS STRATEGY: N/A

PREPARED BY:

Name Christina Sass-Kortsak, Assistant Vice President Human Resources
Date September 22, 2015

APPROVED BY:

Name Janice Winton, Vice President Administration & Finance
Date September 22, 2015



Final Actuarial Valuation Results as at January 1, 2015

Ryerson Retirement Pension Plan

**Meeting of the Employee Relations and Pension Committee
by Karen Burnett**

September 22, 2015

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

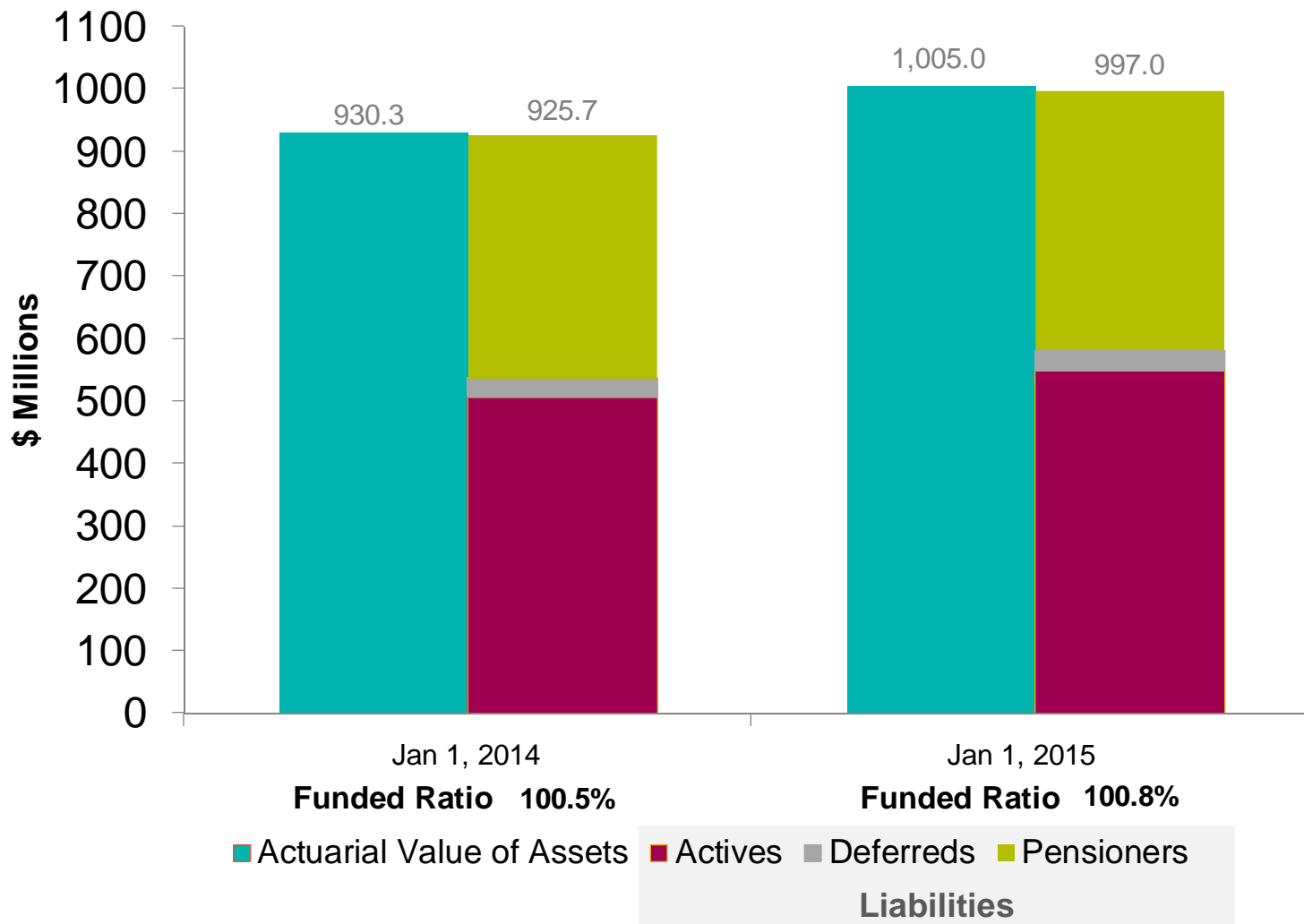
TOWERS WATSON 

Agenda

- Final Going Concern Valuation Results
- Solvency and Wind-up Valuation Results
- Next Steps
- Appendices
 - Exhibit 1 – Membership Data Summary
 - Exhibit 2 – Summary of Key Assumptions
 - Exhibit 3 – Asset Summary
 - Exhibit 4 – Detailed Going Concern Valuation Results
 - Exhibit 5 – Actuarial Opinion

Final Going Concern Valuation Results

Going Concern Financial Position



Gain and Loss Analysis - Final

<i>(in thousands)</i>	2013	2014*	2014*
<i>Status of Valuation</i>	<i>Filed</i>	<i>Preliminary</i>	<i>Final</i>
Surplus Beginning of Year	\$ 17,404	\$ 4,568	\$ 4,568
• Interest on surplus (at discount rate)	1,123	297	297
• Assumption/method changes	(26,481)	(11,361)	(11,221)**
• 'Return' on smoothed value different than discount rate	12,835	13,264	13,264
• Salary increases (higher)/lower than assumed	728	(335)	(337)
• Retirement experience	(547)	1,405	1,405
• Data updates	n/a	n/a	(1,187)
• Other experience factors	<u>(494)</u>	<u>1,394</u>	<u>1,158</u>
Surplus End of Year	\$ 4,568	\$ 9,232	\$ 7,947

* Differences between the 2014 preliminary and final results are due to changes to the retiree and deferred member data received after the June ERPC meeting

** Please see slides 24 and 25 for a summary of assumption/method changes

Projections of the Funded Position

- Projections based on the January 2015 member and asset data
- Assumptions for projections

Projection experience

- No new entrant losses
- No other experience gains or losses on liabilities
- 2.5% 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)

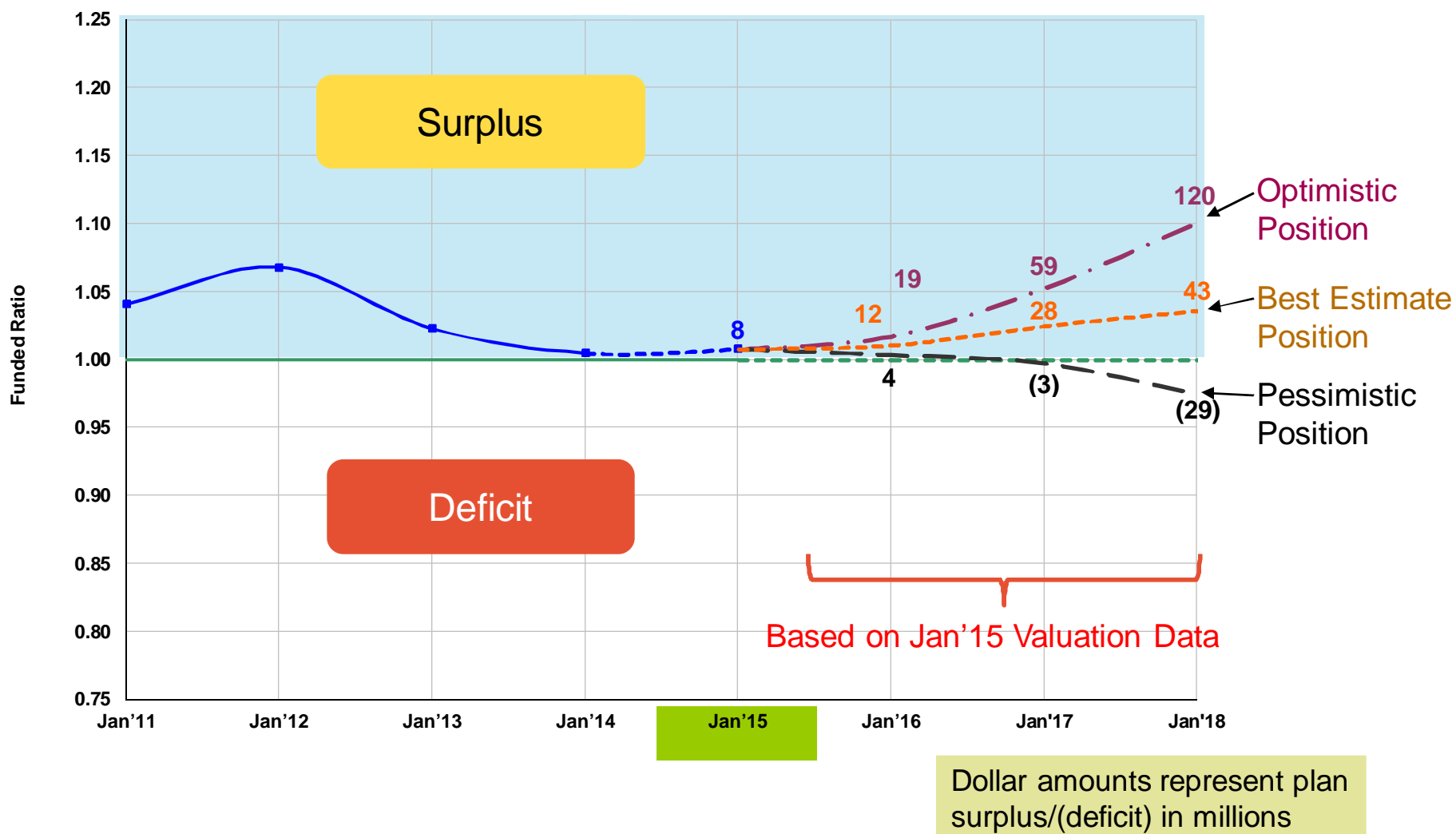
Asset manager assumptions

- Assets achieve gross investment returns as follows

	2015*	2016	2017	2018
'Optimistic' estimate	12.6%	15.0%	15.0%	15.0%
'Best' estimate	9.1%	8.0%	8.0%	8.0%
'Pessimistic' estimate	5.5%	1.0%	1.0%	1.0%

* 2015 asset returns are to demonstrate sensitivities and are subject to risk and uncertainties which may cause actual results to differ from expectations. The estimates are illustrative of possible returns and are not forward looking forecasts. Projected returns for 2016, 2017 and 2018 are the 75th, 50th and 25th percentile of gross nominal returns based on OMERS Long Term Mix provided in March 2014.

Going Concern Funded Ratio - where we're headed



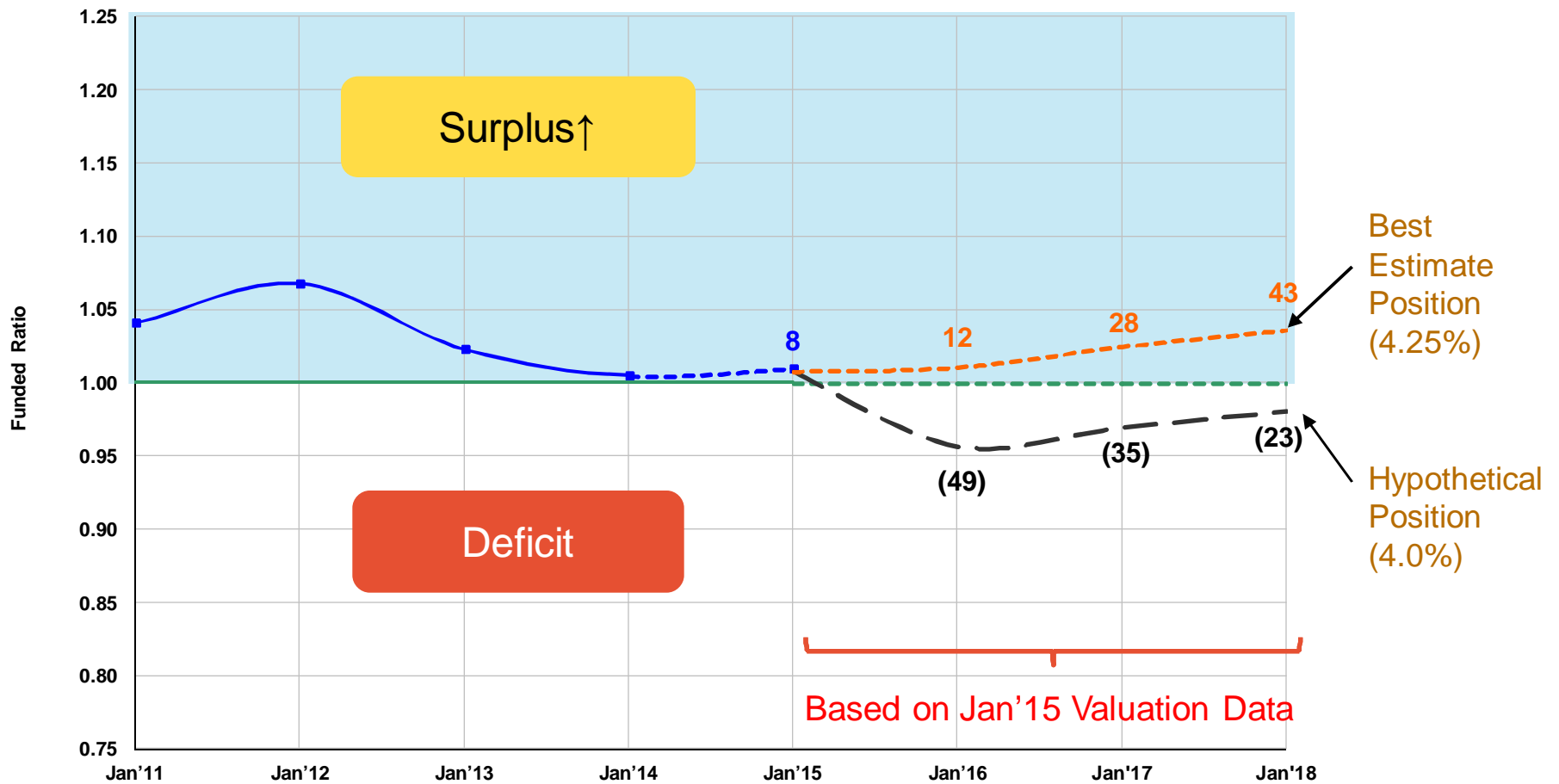
Going Concern Valuation Observations

- Based on final valuation results, the plan is in a surplus at January 1, 2015
 - Filing the valuation would extend the next filing date to January 1, 2018
- Projections show the funded ratio will likely stay just above 100% for the next few years, provided there is no decrease in the discount rates
 - However, some items that could impact this include assumption changes (including discount rate changes), demographic and salary experience, plan changes and/or market fluctuations

Going Concern Valuation Observations

- Changes in market outlook:
 - Long bond yields from January 1, 2015 to April 1 dropped by 35 bps
 - From April 1 to the end of June, long bond yields increased by approximately the same amount
 - Since June, long bond yields have been increasingly volatile, as much as a 15 bps swing in a single week, and as of the end of August are down approximately 15 bps since the end of the year
 - In general terms, if the market outlook for long bond yields is significantly downwards from one actuarial valuation to the next, the margins in the discount rate may erode
 - Conversely, if there is material improvement in outlook for long bond yields, the underlying margins in the discount rate increases
 - Barring a revision in the asset mix or the desired level of margin, changes in the underlying yields or margins may cause a change in the discount rate

Going Concern Liabilities and Assets – Discount Rate Sensitivity Projection (Hypothetical)



Dollar amounts represent plan surplus/(deficit) in millions

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, 2013	Jan 1, 2014	Jan 1, 2015
Wind-up assets	882,628	933,624	1,029,127
Wind-up liabilities	(1,208,599)	(1,235,015)	(1,464,539)
Wind-up surplus/(deficit)	(325,971)	(301,391)	(435,412)
Adjustments for			
• Asset smoothing	(19,276)	(4,099)	(24,929)
• Liability smoothing	89,845	4,025	83,554
• Remove value of indexing	317,901	367,774	416,677
Total adjustments	388,470	367,700	475,302
Solvency excess/(deficiency)	62,499	66,309	39,890
Transfer ratio	0.731	0.757	0.703
Regulation 14(2) ratio	0.992	1.077	0.983

Solvency and Wind-up Valuation Observations

- There is a \$435M wind-up deficit at January 1, 2015
 - Deficit increased by \$134M since January 1, 2014 due to significant decrease in unsmoothed discount rates (70-130 basis points)
 - 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 and removing the value of future indexing increases the solvency position of the plan by \$475M in the January 1, 2015 funding valuation, leading to a statutory solvency excess of \$40M
 - Therefore, if this report is filed, no special payments are required
- The transfer ratio is 0.703 at January 1, 2015
 - 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 0.633 before the next valuation report is filed
- The Regulation 14(2) ratio is above 0.85 at Jan 1, 2015 (0.983 as at Jan 1, 2015)
 - Annual filings thereafter are not required – triennial filings may continue

Mortality Table Developments in Canada

- Actuarial Standards Board has released communications regarding new mortality assumptions for commuted value standards
- Effective date is October 1, 2015
- Base mortality table and improvement scale as per CIA Canadian Pensioner Mortality Report
 - CPM2014 (combined) & improvement scale CPM-B (generational)
- This will impact:
 - Lump sums paid to terminating and retiring members
 - Lump sum offers to deferred vested members
 - Future solvency contribution requirements
 - Will not impact contribution requirements until next funding valuation is filed (no later than January 1, 2018 if January 1, 2015 valuation report is filed)
 - Current going concern and normal cost contribution requirements already reflect updated mortality assumption

Next Steps

ERPC Decision Timeline

ERPC Meeting	Actions	Decisions and Considerations
April	<ul style="list-style-type: none"> Reviewed recommended assumptions and estimated funded position based on prior year valuation updated for assets and assumptions 	<ul style="list-style-type: none"> Confirmed assumptions to be used for purposes of preliminary valuation results
June	<ul style="list-style-type: none"> 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>January 1, 2014</u>	<u>January 1, 2015</u>
Active members:		
• Number	2,162	2,241
• Average age	47.2	47.3
• Average credited service	9.8	10.3
• Annual payroll	\$ 209,291,250	\$ 221,295,772
• Average pay rate	\$ 96,804	\$ 98,749

Exhibit 1 - Membership Data Summary (cont'd)

	<u>January 1, 2014</u>	<u>January 1, 2015</u>
Deferred Pensioners:		
• Number	329	360 *
• Average age	49.4	50.3
• Total lifetime annual pension	\$ 2,647,800	\$ 3,051,938
• Average lifetime annual pension	\$ 8,048	\$ 8,478
Retired members and beneficiaries:		
• Number	924	955
• Average age	73.2	74.0
• Total lifetime annual pension	\$ 30,816,200	\$ 32,800,207**
• Average lifetime annual pension	\$ 33,351	\$ 34,346**

* Different from the 2015 preliminary results due to the addition of 1 deferred member.

** Different from the 2015 preliminary results due to updated pension amounts for 5 retirees.

Exhibit 1 - Membership Data Reconciliation

	Active	Deferred Pensioner	Member Pensioner	Survivor Pensioner	Total	Outstanding Payments
As at January 1, 2014	2,162	329	811	113	3,415	77
• New members	191				191	
• Rehires						
• Terminated – elected a deferred pension	(46)	46				
• Terminated – elected a lump sum	(10)	(9)			(19)	(21)
• Terminated – with lump sum outstanding payment	(15)	(2)			(17)	17
• Retired	(42)	(6)	48			
• Died – without survivor pension			(11)	(7)	(18)	
• Died – with survivor pension			(7)	7		
• Died – lump sum paid			(1)		(1)	
• Died – with lump sum outstanding payment						
• Data Corrections	1	2		2	5	(1)
• Net change	79	31	29	2	141	(5)
As at January 1, 2015	2,241	360	840	115	3,556	72

Exhibit 2 - Summary of Key Going Concern Assumptions

Long Term Economic Assumptions

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

(BE) TW considers the assumption a best estimate

(C) TW considers the assumption to be conservative

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

Long Term Demographic Assumptions

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

TW considers all of the above assumptions to be best estimates

Exhibit 2 - Summary of Actuarial Methods

Methods

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

Exhibit 2 - Summary of Key Solvency Assumptions

Long Term Economic Assumptions

	January 1, 2014 (filed)	Approved for January 1, 2015
A) Unsmoothed Discount Rates		
- Annuity Purchase	3.80%	2.50%
- Commuted Value	3.10% for 10 years, 4.60% thereafter	2.40% for 10 years, 3.70% thereafter
B) Smoothed Discount Rates		
- Annuity Purchase	3.83%	3.42%
- Commuted Value	3.20% for 10 years, 4.60% thereafter	2.80% for 10 years, 4.20% thereafter
C) Windup Discount Rates		
- Annuity Purchase	0.15%	-0.58%
- Commuted Value	1.70% for 10 years, 2.30% thereafter	1.30% for 10 years, 1.60% thereafter

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

Long Term Demographic Assumptions

	January 1, 2014 (filed)	Approved for January 1, 2015
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, 2014	\$	934,399
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Receipts:

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

Disbursements:

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

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

Exhibit 3 – Assets With and Without Smoothing

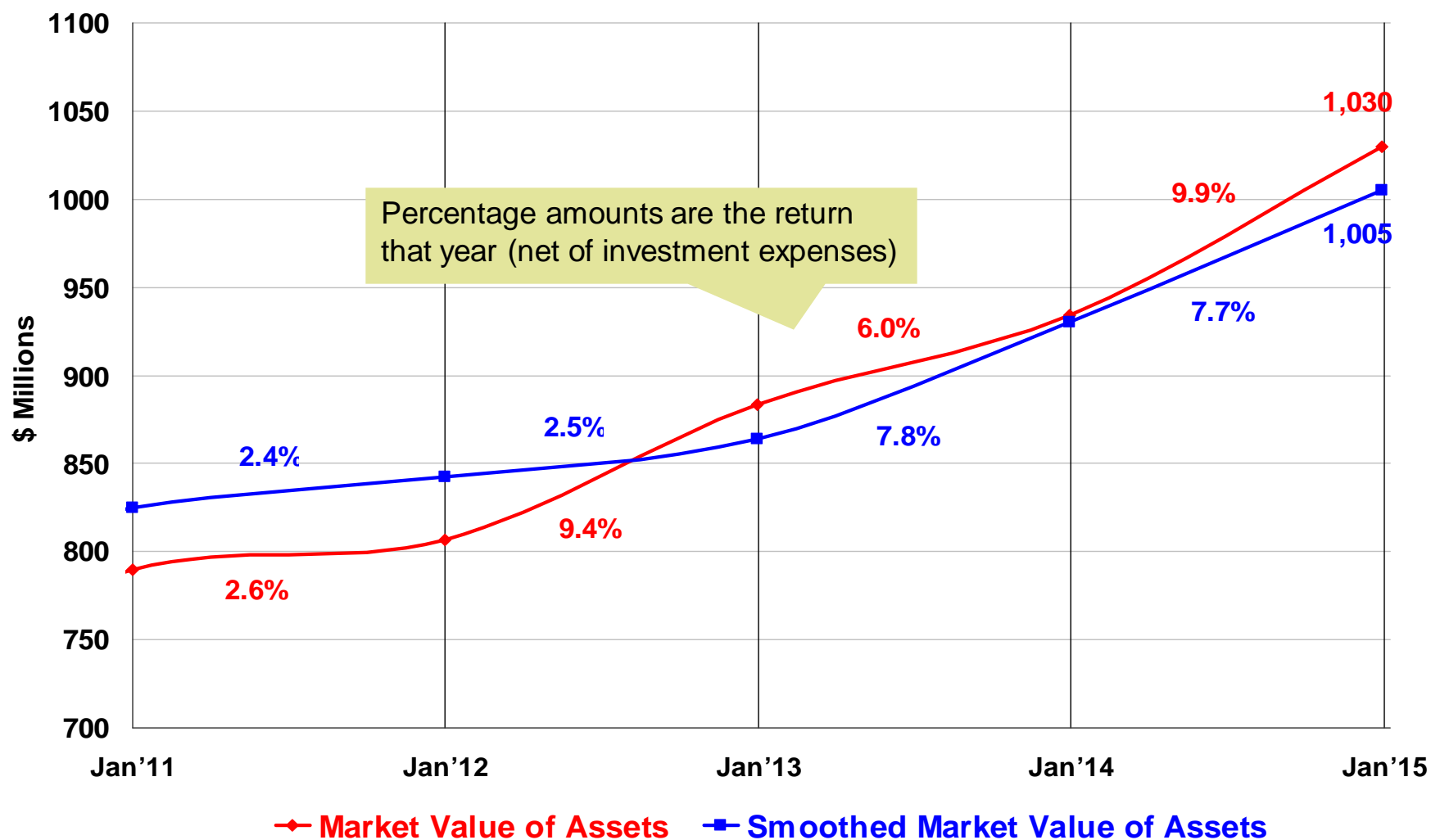


Exhibit 4 - Detailed Going Concern Valuation Results

<i>(in thousands)</i>	Jan 1, 2014	Jan 1, 2015	Jan 1, 2015
<i>Status of Valuation</i>	<i>Filed</i>	<i>Preliminary</i>	<i>Final</i>
Smoothed Market Value of Assets	\$ 930,300	\$ 1,004,973	\$ 1,004,973
Accrued liabilities for:			
• Active members	\$ 507,377	\$ 549,104	\$ 549,104
• Pensioners and beneficiaries	388,923	413,823	415,014
• Deferred pensioners	<u>29,432</u>	<u>32,814</u>	<u>32,908</u>
Total Accrued Liabilities	\$ 925,732	\$ 995,741	\$ 997,026
Surplus	\$ 4,568	\$ 9,232	\$ 7,947
Funded Ratio	100%	101%	101%

Exhibit 5 — Actuarial Opinion

Purpose

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

Plan Assets and Membership Data

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

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

Assumptions, Methods and Plan Provisions

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

Future going concern financial positions

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

Exhibit 5 — Actuarial Opinion

Actuarial Opinion

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

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

Towers Watson Canada Inc.



Karen Burnett
Fellow of the Canadian Institute of Actuaries



Rhea Bowen
Associate of the Canadian Institute of Actuaries

Toronto, Ontario
September 14, 2015

DRAFT RESOLUTION

RE: ACTUARIAL VALUATIONS: January 1, 2015

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, 2015, be approved and filed with the regulatory authorities by September 30, 2015.

September 28, 2015



**BOARD OF GOVERNORS MEETING
September 28, 2015**

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 (RRPP) 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, 2016 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 \$65,000 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 22, 2015

APPROVED BY:

Name Janice Winton, Vice President Administration & Finance
Date September 22, 2015

RESOLUTION

**RE: APPOINTMENT OF ACTUARY FOR THE 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 2016.

September 28, 2015



BOARD OF GOVERNORS MEETING September 28, 2015

AGENDA ITEM: Statement of Investment Policies & Procedures

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: Review and Recommendation to the Board for Approval

SUMMARY:

Attached for the ERPC's review and approval is a Statement of Investment Policies and Procedures (SIP&P) for the Ryerson Retirement Pension Plan (RRPP). A SIP&P is a document containing information about investment policies and procedures in respect of a plan's portfolio of investments and loans.

Until now the University has adopted the OMERS SIP&P because the assets of the RRPP are invested on a co-mingled basis with the OMERS plan assets. Amendments to the Pension & Benefits Act require registered pension plans to file a SIP&P with the Financial Services Commission of Ontario effective January 1, 2016 and on an annual basis thereafter.

Ryerson retained Proteus Performance Management Inc., a firm providing pension plan governance and investment consulting services, to assist in the development of the SIP&P. Proteus reviewed all relevant documents and met with senior Ryerson administration to understand Ryerson's risk tolerance and risk capacity with specific reference to the OMERS SIP&P. The process confirmed that the provisions of the OMERS SIP&P are appropriate for Ryerson. The new Ryerson SIP&P reflects current practice and incorporates the provisions found in the OMERS SIP&P.

The SIP&P will be reviewed and confirmed by the ERPC on an annual basis prior to filing

COMMUNICATIONS STRATEGY: N/A

PREPARED BY:

Name Christina Sass-Kortsak, Assistant Vice President Human Resources
Date September 22, 2015

APPROVED BY:

Name Janice Winton, Vice President Administration & Finance

Date September 22, 2015

STATEMENT OF INVESTMENT POLICY AND PROCEDURES

For The

Ryerson Retirement Pension Plan

FSCO Registration Number 0589887

Effective October 1, 2015

Approved on September 22, 2015
By the Employee Relations & Pension Committee
of the Ryerson University Board of Governors

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SECTION 1 - INTRODUCTION

1.1 PURPOSE OF THE PLAN

The Ryerson Retirement Pension Plan (the "Plan") was established in 1964 by Ryerson University's Board of Governors (the "Board") to provide retirement income benefits to Ryerson University Plan Members ("Plan Members") as described in the Ryerson Retirement Pension Plan Text (the "Plan Text"). Membership in the Plan is available to all full-time career employees at Ryerson University, as well as several classifications of term employees, subject to the applicable minimum service requirements and other conditions outlined in the Plan Text.

1.2 NATURE OF THE PLAN

The Plan is registered as a defined benefit pension plan. The Plan is contributory and is funded by equal contributions from Ryerson University and the Plan Members. The contribution rates are determined by Ryerson University and are based upon the funding requirements of the Plan following discussions with the Plan's actuary. Funding requirements of the Plan are therefore subject to change and may result in changes to the required contribution rates. Contribution rates do not determine the amount of pension payable from the defined benefit plan.

The Plan provides a pension benefit for normal retirement at age 65 based on the following formula: 1.35% of the member's highest annual average earnings over 60 consecutive months up to the maximum pensionable earnings limit of the member's final year, plus 2.0% of the member's highest annual average earnings over 60 consecutive months in excess of the maximum pensionable earnings of the member's final year, the sum multiplied by the number of years of credited service to a maximum of 35 years. The Plan pension formula includes a bridge benefit paid to age 65, as well as survivor benefits and early retirement options. All pensions are indexed to the Consumer Price Index for Canada to a maximum of eight per cent per year with any excess carried forward to future years.

Between 1965 and 1995 a number of agreements were made between Ryerson University and the Ontario Municipal Employees Retirement Board ("OMERS") whereby it was agreed that OMERS would manage and administer the Plan. Each agreement was approved by the Ontario Lieutenant Governor by Order in Council. The current agreement (the "OMERS Management Agreement") is dated as of April 1, 1995 and approved by the Ontario Lieutenant Governor by Order in Council 2211/95. Under this agreement OMERS ceased providing day to day administration of the Plan and agreed to invest the portion of pension assets transferred to it by the Trustee of the Ryerson Retirement Pension Plan Trust Fund (the "Fund"), Royal Trust Corporation of Canada (currently known as RBC Investor & Treasury Services). The purpose of the

Fund is to provide the Plan Members with retirement benefits as described in the Plan Text.

The portion of the Fund held from time to time for investment purposes by OMERS is referred to herein as the “OMERS-Invested Ryerson Fund”.

The Plan also maintains a “Liquidity Account” which is held by the Trustee RBC Investor & Treasury Services. The Liquidity Account is separate from the OMERS-Invested Ryerson Fund and is not managed by OMERS. The Liquidity Account has been established to receive contributions, disburse benefit payments, and transfer assets between the Liquidity Account and the OMERS-Invested Ryerson Fund.

The combined assets of the OMERS-Invested Ryerson Fund and the Liquidity Account represent the total assets of the Fund.

1.3 PURPOSE OF THE STATEMENT

This Statement of Investment Policies and Procedures (“Statement”) addresses the manner in which the Plan’s assets shall be invested. The Statement defines the Plan’s governance structure and other procedures adopted for the ongoing operation of the Plan. The Plan is registered with the Financial Services Commission of Ontario (“FSCO”) and is subject to the Pension Benefits Act of Ontario (“PBAO”). Investments shall be selected in accordance with the criteria and limitations set forth in this Statement and in accordance with all applicable legislation including the PBAO, Schedule III of the Federal Government’s Pension Benefits Standards Regulations (“PBSR”), and the Income Tax Act (“ITA”) of Canada as administered by the Canada Revenue Agency (“CRA”). In the event of a conflict between applicable legislation and this Plan Statement, the legislated regulations prevail. The Statement is available to Members for inspection without charge and copies are available upon request.

In establishing this Statement, a Standing Committee of the Board referred to as the Employee Relations & Pension Committee (the “Committee”) is acting in accordance with its responsibility to the participants of the Plan and its beneficiaries. The basic goal underlying the establishment of this policy is to ensure that the assets of the Fund, together with the expected contributions and investment income to be earned by the Fund, shall be invested in a prudent manner, so that the Fund shall be sufficient to meet the member benefit obligations of the Plan as they come due.

Assets must be managed with the care, skill and diligence that a prudent person in similar circumstances would exercise in dealing with the property of another person. In particular, prudent limits must be attached to purchases of individual investments. The investment managers should use, in investing the Fund, all relevant knowledge and skill that the investment managers possesses by reason of their profession and business qualifications.

This Statement may be changed or modified at any time by recommendation of the Committee and action of the Board.

SECTION 2 - PLAN GOVERNANCE

2.1 BOARD OF GOVERNORS

Ryerson University is the Plan sponsor and acts as the administrator of the Plan. In particular, the Board is responsible for ensuring that the Plan is managed prudently for the benefit of its Members. The Board is responsible for approving all amendments to the Statement and has delegated various oversight responsibilities to the Committee. Other parties involved in the management and/or oversight of the Plan include the Joint Pension Committee which is comprised of members from Ryerson University's employee constituency groups, the Ryerson University Executive Group, Human Resources Pensions & Benefits, and OMERS which is responsible for the investment of the OMERS-Invested Ryerson Fund in accordance with the OMERS Management Agreement. Several outside parties have been hired to provide advice, administer data, and produce statements.

2.2 EMPLOYEE RELATIONS & PENSION COMMITTEE

The mandate of the Committee is to review and, from time to time, recommend changes and improvements in the Ryerson Retirement Pension Plan or make any decision or take any action related to the Plan as has been delegated to that Committee by resolution of the Board, and to consider and make recommendations to the Board on all matters respecting employee relations except negotiations.

The Committee has delegated several tasks to various parties and has retained advisors and agents to assist it in carrying out its duties, meets at least three times annually and its responsibilities include the following:

- Oversee that Ryerson University has satisfied all of its pension plan governance and fiduciary obligations;
- Advise the Board on policy issues;
- Review the annual audited financial statements of the Plan;
- Periodically review and make recommendations with respect to all external relationships having to do with the Plan administration including but not limited to the appointment of the Plan actuary and the Plan administrator;
- Monitor the performance of the Plan's investments and recommend to the Board the appointment of investment counsel and investment managers;
- Monitor to ensure that the Plan investments and funding are managed according to the laws and this Statement;
- Recommend Statement and Plan amendments to the Board for approval.

2.3 OMERS

The Plan allows for investment of the OMERS-Invested Ryerson Fund by OMERS. The Committee recognizes that OMERS independently maintains, and is governed by, its own Statement of Investment Policies and Procedures. The OMERS Management Agreement provides that the OMERS-Invested Ryerson Fund will be commingled with the OMERS Primary Pension Plan fund for investment purposes including earnings, policies and goals. It explicitly states that OMERS shall have no responsibility for determining whether investment in the commingled fund is consistent with this Statement of otherwise appropriate for the Fund. Accordingly, the Committee shall carefully monitor the OMERS Primary Pension Plan Statement of Investment Policies and Procedures as amended from time to time to confirm it continues to be consistent with the Plan's investment policies and goals.

OMERS has the following responsibilities:

- Holding and investing the OMERS-Invested Ryerson Fund on a commingled basis with the OMERS Primary Pension Plan;
- Meeting with the Committee to present its analysis of the investment performance and to describe its current and future investment strategies;
- Regularly preparing and providing to the Committee written investment performance reports;
- Informing the Committee of any changes to its Statement of Investment Policies and Procedures, and any significant changes to its organization or investment strategies;
- Exercising the care, skill and diligence required by Section 22 of the Pension Benefits Act (Ontario).

2.4 CONFLICT OF INTEREST

The Board, the Committee and any employee, agent or advisor directly retained by Ryerson University to provide services related to the administration of the Plan (except as provided in the OMERS Management Agreement) shall comply with Ryerson University's Conflict of Interest policy and procedures, and By-law No.1, Article 8, declaration of interest provisions. Further, all individuals must further disclose immediately to the Committee, any actual or perceived conflict of interest which could affect their ability to render objective advice or services affecting the administration of the Plan. These individuals shall also abstain from voting on matters where an actual or perceived conflict of interest appears.

2.5 RELATED PARTY TRANSACTIONS

The Plan or OMERS may enter into a transaction with a related party, as determined under the applicable legislation (i.e. PBA or ITA). OMERS' transaction with a party related to them will also be in accordance with the requirements of the OMERS 'Special Transactions Review Policy'. For the purposes of the applicable legislation, a transaction is considered to be nominal or immaterial at the time the transaction is entered into or completed for:

- Ryerson University if its value is no more than three per cent of the market value of the Liquidity Account;
- OMERS if its value is no more than three per cent of the market value of the OMERS Primary Plan Fund.

2.6 STANDARD OF PRUDENCE

All persons charged with investment responsibility over the assets of the Fund are required to ensure compliance with the quantitative restrictions set out in Schedule III of the PBSR.

2.7 STATEMENT REVIEW

This Statement is to be reviewed by the Committee at least annually. In formulating its Statement amendment recommendations for the Board of Governors, the Committee will take into account whether any significant developments have occurred including:

- Changes to the OMERS Statement of Investment Policy and Procedures or any of the other OMERS policies mentioned in this Statement;
- Governance changes;
- Changing investment beliefs;
- Changes to the demographics of the Plan's Membership;
- New investment strategies;
- Changes to legislation;
- Any practical issues arising from the application of the Statement.

Beginning in 2016, the Plan Administrator will file a copy of the Statement with the Financial Securities Commission of Ontario within the first 60 days of the year. Thereafter, the Plan Administrator will file a copy of the amended Statement with the Financial Securities Commission of Ontario, as well as with the Plan's actuary, within 60 days following the Statement's amendment date.

SECTION 3 - INVESTMENT POLICY

3.1 OBJECTIVES AND RETURN EXPECTATIONS

Ryerson University is committed to providing secure pensions through receipt of contributions and by investing to earn superior returns with due regard for risk. Ryerson University's long-term investment goal is to ensure that the value of the Fund exceeds the present value of all accrued pension benefits promised to the Plan Members. The Fund shall be managed on a going-concern basis.

The minimum annual real investment return required to fund the present value of all accrued benefits promised to the Plan members (based on the going-concern valuation discount rate) is 4.25 per cent ("Minimum Required Real Return"), based upon a 20-year time horizon. Ryerson University expects the current long-term strategic asset allocation to enable the Fund to earn an average annual real rate of return in excess of the Minimum Required Real Return.

3.2 LONG TERM STRATEGIC ASSET GROUP MIX

OMERS uses six strategic asset classes (fixed income, public equities, real return bonds, private equity, infrastructure and real estate) as part of the long-term strategic asset allocation for the Plan. Public and private equity are primarily return enhancers which reduce contributions, while real return bonds, real estate and infrastructure support the liabilities to lower the volatility (i.e. potential dispersion) of contributions. Fixed income offers opportunities to enhance returns as well as support the liabilities.

These asset classes are categorized into two broad asset groups: (i) Public Investments (fixed income, public equities and real return bonds) and (ii) Non-Public Investments (infrastructure, private equities and real estate).

The long-term strategic asset group mix sets out an allocation between the Public Investment asset group and the Non-Public Investment asset group and has been developed taking into account the six asset classes and other factors such as the economic and investment environment, and the liabilities of the OMERS Primary Plan. The Committee will periodically review the characteristics of the Plan's demographics and liability profile relative to those of OMERS to ensure they are reasonably similar and that the long term strategic group mix remains appropriate for the Plan.

The long-term strategic allocation to the Public Investment asset group and Non-Public Investment asset group shown in the table below have been determined by OMERS and are consistent with the Plan's long-term investment goals.

Asset Group*	Minimum	Target	Maximum
Public Investments	41.0%	53.0%	65.0%
Non-Public Investments	35.0%	47.0%	59.0%

* Ryerson University maintains a separate Liquidity Account which receives contributions and disburses benefit payments. This account has been excluded from the above noted targets, minimums and maximums.

Implementation of the long-term strategic asset group mix will be completed in a prudent manner subject to market conditions and investment opportunities. OMERS will implement the long-term strategic asset group mix through its internal investment entities and through external service providers or other entities (including, without limitation, external professional investment advisors, third-party managed funds, pooled funds, unit trusts and similar vehicles).

3.3 CATEGORIES OF INVESTMENT AND LOANS

The Fund is invested directly and indirectly in the six asset classes identified in Sections 3.3.1 and 3.3.2. Depending on the nature of the investment, it is possible that an investment could fit within the description of more than one asset class. Furthermore, the categories of investments are guidelines and may include other asset classes which share similar risk/return characteristics, for instance commodities and timberland.

Derivatives and synthetic securities may be used for the Fund to replicate or enhance expected returns to these asset classes and to mitigate risk and manage the asset mix of the Fund including its exposure to fixed income, currencies, equities and commodities. Derivatives include, but are not limited to, forwards, futures, options and swaps.

Changing the asset group mix, within the ranges established by OMERS, may be done directly by changing the allocations to an asset class (e.g. via purchase or sale) or indirectly through the use of derivatives linked to, for example, fixed income, currencies, equities and commodities. Leveraging of assets may result from the use of derivatives which use relatively little capital to achieve significant exposure to underlying markets.

Absolute return strategies (i.e. 'Alpha' strategies) are expected to produce positive returns that have a low correlation to broad financial markets and are expected to produce positive returns under a broad range of financial market scenarios. Alpha strategies may use little or no net capital as they involve a combination of long and short positions, either directly or indirectly through derivatives in securities including, but not limited to fixed income, currencies, equities and commodities.

In addition to the Alpha strategies, OMERS employs a risk-balanced strategy which balances risk across economic environments and public asset classes as defined in Section 3.3.1.

The investment horizon for these asset classes is generally mid-term to long-term depending on the nature of the asset and the strategy undertaken within the respective asset class.

3.3.1 Public Investments

Public investments are securities that are generally traded on a recognized public exchange or on an over-the-counter basis. Public investments generally exhibit greater price transparency (i.e. securities prices are publicly observable) and liquidity than non-public investments. Included in the Public Investment asset group are:

3.3.1.A Fixed Income Investments

Fixed income investments pay a fixed amount of interest at a regular interval over a period of time, provide income as well as the return of the original capital at maturity and are generally less volatile than equity securities.

3.3.1.B Inflation-linked Bonds

Real return or inflation-linked bonds are fixed income securities that earn inflation-adjusted returns and are generally the closest match with the Plan benefit liabilities.

3.3.1.C Public Equities

Public equities are securities that represent ownership in a reporting issuer and include securities listed on recognized exchanges. Public equities are expected to produce higher returns than fixed income securities over the long term but have potentially higher return volatility.

OMERS also manages commodities as part of the Alpha and Beta strategies.

3.3.2 Non-Public Investments

Non-Public investments are investments in tangible assets or real property that are not generally publicly traded. Included in the Non-Public Investment asset group are:

3.3.2.A Private Equity

Private equity is the ownership of equity or equity-like securities in companies that do not generally trade publicly. Private equity investments have the potential for higher returns than investments in public equities through active management and increased leverage but have potentially higher return volatility than public equities.

3.3.2.B Infrastructure

Infrastructure investments are generally direct investments in large-scale projects often supported by regulation or long-term contracts with low-risk counterparties.

Infrastructure investments are expected to produce predictable and stable cash flows and returns in excess of those obtained in the fixed income markets but have potentially higher return volatility than fixed income.

3.3.2.C Real Estate

Real estate investments include direct and indirect investments in real property. Real estate investments are expected to produce predictable and stable cash flows and returns in excess of those obtained in the fixed income markets but have potentially higher return volatility than fixed income.

3.4 EXPOSURE TO FOREIGN ASSETS

Foreign investments are permitted as they may offer the potential for higher returns while diversifying the Fund's asset mix. Total gross exposure to foreign assets for the Fund will not exceed 75 per cent of the total gross exposure of the Fund.

3.5 SHORT SELLING OF SECURITIES

OMERS may short sell securities in public market assets to enhance expected returns or protect capital. Engaging in short selling of securities will only be done after full consideration of the related risks. These risks will be identified, measured, managed and monitored.

3.6 RISK MANAGEMENT TOOLS

3.6.1 Asset/Liability Management (ALM) Process

The main long-term risk is that the Fund cannot meet the obligations of the pension promise. OMERS' ALM Process sets a long-term strategic asset group mix that is expected to generate a real rate of return above the Minimum Required Real Return necessary to fund all accrued benefits promised to plan members at a reasonable cost. The ALM Process monitors and assesses the long-term strategic asset mix on an ongoing basis and takes into account multiple factors such as the OMERS liability, economic and investment environment and incorporates stress and scenario testing of inputs and assumptions.

3.6.2 Diversification

In the long-run, the performance of the Fund is determined mainly by the long-term strategic asset group mix decision. Diversification is an important risk management tool because it reduces the variability of returns by spreading the Fund's long-term risk among:

- asset classes;
- countries and industries;
- asset holding periods;
- currencies;
- and securities

3.6.3 Derivatives

Where appropriate and prudent, derivatives are used to replicate asset returns (i.e. gain exposure to an asset class or commodities) and as a risk management tool to manage the Fund's exposure to fixed income, currencies, equities and commodities and other financial market risks. Derivatives may also be used to manage the Fund's asset mix and liquidity and enhance expected returns. Engaging in derivatives will only be done after full consideration of the related risks. These risks will be identified, measured, managed and monitored.

3.6.4 Analytical Tools

Analytical investment tools are used by OMERS to measure market exposures and risk and to ensure that assets are managed prudently.

3.7 LIQUIDITY

The liquidity of specific asset classes is considered by OMERS in the development of the strategic asset group mix. The Plan also maintains a Liquidity Account held by the Trustee RBC Investor & Treasury Services. The Liquidity Account is separate from the OMERS-Invested Ryerson Fund and is not managed by OMERS. The Liquidity Account has been established to receive contributions, disburse benefit payments, and transfer assets between the Liquidity Account and the OMERS-Invested Ryerson Fund. Investments of the Liquidity Account are managed with a short term time horizon. An appointed delegate of the Committee is responsible for overseeing the Liquidity Account and ensuring sufficient liquidity is maintained to meet the financial obligations of the Plan as they come due. The Committee's delegate is also responsible for communicating the Plan's liquidity requirements to OMERS with reasonable advance notice. Contributions to the Liquidity Account which are in excess of the required disbursements may be transferred to OMERS. OMERS may also periodically be instructed to transfer assets to the Liquidity Account when disbursements required for benefit payments exceed the available balance of the Liquidity Account.

3.8 DELEGATION OF VOTING RIGHTS

Responsibility for exercising all voting rights acquired through the Plan's investments has been delegated to OMERS. OMERS is expected to exercise acquired voting rights in a manner that is consistent with its Proxy Voting Policy and make the policy available to the Plan upon request. OMERS may engage a proxy voting service provider to assist with its share voting responsibilities.

3.9 ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) INVESTING

Ryerson University believes that well-managed companies are those that demonstrate high ethical and environmental standards and respect for their employees, human rights, and the communities in which they do business, and that these actions contribute to long-term financial performance.

Corporations should account for their behaviour and its implications for the creation of value. Ryerson University supports the view that companies should maintain policies and procedures with respect to ESG issues that materially affect long-term shareholder value.

Ryerson University encourages the adoption of high standards of behaviour as a means to maximize long-term shareholder value. Ryerson University recognizes that OMERS, as part of its due diligence in researching investments and monitoring performance, incorporates these ESG factors into its decision-making processes.

3.10 VALUATION OF INVESTMENTS

Investments are stated at fair value. Fair value represents the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. It is best evidenced by a quoted market price, if one exists. Ryerson University recognizes it is OMERS' practice to use quoted independent market prices for the valuation of assets wherever such quoted prices exist. In cases where a public market price is not readily available, industry accepted models and assumptions will be used by OMERS to determine fair value.

Where a market price is not available for a non-publicly traded investment asset or liability, a suitable and consistent method of valuation is applied at least annually by OMERS to determine fair value using appropriate valuation techniques, including the use of discounted cash flows, earnings multiples, prevailing market rates for instruments with similar characteristics or other pricing models as appropriate.

Accredited external appraisers are required to perform a review of OMERS' valuations to determine the reasonableness of the valuations for each significant private market investment at least once every three years or in any year where the local currency valuation of a significant investment changes by more than fifteen per cent from the prior year for reasons other than changes to the Fund's capital invested in the asset.

The valuation of investment assets requires significant judgment. The resulting values are included in the OMERS annual financial statements which are audited by an independent firm of Licensed Public Accountants.

3.11 SECURITIES LENDING

OMERS may engage in securities lending activities as a means of generating incremental income. The amount of collateral taken for securities lending should reflect best practices in each local market provided that at all times OMERS or its lending agent receives from borrower collateral equal to at least 102% of the market value of loaned securities.

3.12 PERMITTED BORROWING

Borrowing or providing guarantees on behalf of the Fund is permitted in accordance with the PBA and the ITA ("Permitted Borrowing"). OMERS may pledge, charge or otherwise grant a security in assets or post margin as required to, for instance, complete derivative transactions, secure a Permitted Borrowing or complete a short sale, in accordance with applicable law including the ITA and the PBA.

3.13 PERFORMANCE MEASUREMENT & BENCHMARKING

Investment performance will be evaluated against investment performance benchmarks which provide a standard for an asset class or underlying portfolio against which its performance is assessed. Investment performance benchmarks are established annually by OMERS.

SECTION 4 - REVIEW

4.1 SELECTION OF INVESTMENT MANAGERS AND FUND OPTIONS

In the event that an additional investment manager is required, the Committee will undertake an investment manager search, and may use the assistance of a third-party investment consultant. The criteria used for selecting a new investment manager will be consistent with the investment policy set out in Section 3 of this Policy.

4.2 REPLACEMENT OF INVESTMENT MANAGERS AND FUND OPTIONS

If the Committee chooses to undertake a review, any managers may be replaced in accordance with the same procedure described in Section 4.1.

**Statement Approved and Adopted by
The Board of Governors of
Ryerson University**

Signature:

Chair, Board of Governors
Title

September 28, 2015
Date

RESOLUTION

RE: Statement of Investment Policies and Procedures (SIP&P)

BE IT AND IT IS HEREBY RESOLVED:

THAT the Statement of Investment Policies and Procedures (SIP&P) for the Ryerson Retirement Pension Plan approved as presented; and thereafter be filed with the Financial Services Commission of Ontario.

September 28, 2015



BOARD OF GOVERNORS
Friday, June 26, 2015
Jorgenson Hall – JOR 1410
380 Victoria Street
12:00 p.m. to 2:00 p.m.

Minutes of a meeting of the Board of Governors of Ryerson University (the “University”) held on Friday, June 26, 2015 at 12:00 p.m. in Jorgenson Hall, JOR-1410.

ATTENDANCE:

Present: J. Fukakusa (Chair), M. Al Zaibak, L. Amleh, C.A. Bissonnette, M. Frazer, N. Geist, B. Halilovic, C. Hilkene, S. Levy, H. Rosen, A. Snobar, D. Sookram, R. Traill, K. Varma, T. Webb, P. Yaffe

Regrets: M. Maheux (Vice Chair), L. Bloomberg, J. Cockwell, M. Dionne, N. Mohamed, B. Richards, J. Vukovic

Board Secretariat:

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

Others Attending

M. Lachemi, Provost and Vice President Academic
J. Winton, Vice President Administration & Finance and Chief Financial Officer
E. McGinn, Assistant Vice-President, Communications, Government and Community Engagement
P. Stenton, Deputy Provost and Vice Provost University Planning
M. Ng, Executive Director, Office of the President
W. Cukier, Vice President, Research and Innovation
D. O’Neil Green, Assistant Vice President and Vice Provost Equity, Diversity and Inclusion
H. Lane Vetere, Vice Provost, Students
A. Casey, Executive Director, Office of Provost and Vice President Academic
E. Stroback, Executive Lead Capital Projects and Real Estate
C. Sass-Kortsak, Assistant Vice President, Human Resources
J. McKee, Incoming Chief Financial Officer
C. Parry, Director, Marketing and Creative Services
K. Greflund, Marketing Officer
J. Rodrigues, VP Equity, Continuing Education Students Association of Ryerson

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

END OF IN-CAMERA SESSION

3. **INTRODUCTION**

- 3.1 Chair's Remarks

The Chair welcomed Board members to the last Board meeting of the year and reminded Board members that Jack Cockwell's term is ending in July and this will be the last Board meeting for Rhiannon Traill, Branka Halilovic, Kim Varma, Michelle Dionne, Tyler Webb, Noah Geist and Joseph Vukovic. A celebration of Board members terms and a welcome to the new Board term would take place on September 9, 2015 at the annual Board Dinner to be held at the RBC's Executive Dining Room at the Royal Bank Plaza. The Chair reported that Rhiannon Traill is running in the current Board alumni elections, and if successful will be a returning Board member.

The Chair thanked Adam Kahan for providing the Pan Am baseball cap and Adidas backpack to all Board members. An opportunity to thank Adam for his dedication to the University and wish him a very happy retirement will be afforded all Board members in the next few months.

The Chair congratulated all who made the annual Convocation and Honorary Doctorate Ceremonies such a success. Particular congratulations to Joseph Vukovic and Noah Geist who graduated this year. The Chair thanked Board members who participated in the convocation ceremonies and attended the Honorary Doctorate dinners

- 3.2 Approval of the April 27, 2015 Agenda

BE IT AND IT IS HEREBY RESOLVED:

THAT the June 26, 2015 Agenda be approved as presented.

4. **PRESIDENT'S REPORT**

The President asked Janice Winton to introduce the incoming Chief Financial Officer, Joanne McKee. Janice Winton reported that Joanne McKee will begin on July 1 and has many years of university experience. Ms. McKee thanked the Board and said that she was excited to begin working at Ryerson.

The President reported on the slow progress of changes to the funding formula; commented on the success of the convocations and the stellar participation of the Chancellor at the

The President mentioned the Presidential Search and is hopeful that the Board Chair will be able to present a process for the next search in September in collaboration with Senate.

The President spoke of Pan Am Games and the fact that basketball is being hosted at the Mattamy Athletic Centre.

The President spoke of a Federal Government champion, Deputy Minister Matthew King who is encouraging the government to see a connection between entrepreneurship, innovation and the economic health of the country.

5. SECRETARY'S REPORT

Julia Shin Doi reported that the Election Procedures Committee met on May 28, 2015 and approved certain amendments to the *Election Policy and Procedures*. The amendments include broadening the definition of administrative staff to allow greater participation in the Board of Governors election process by full-time employees. Julia Shin Doi congratulated Carrie-Ann Bissonnette on her consistent efforts to advocate for more administrative staff to vote and run in the Board elections. As a result of her efforts to redefine the voting criteria 301, more staff members will be able to participate in the elections.

The Secretary alerted Board members to a notice of motion to change Article 7.1 of the by-laws that would come to the Board.

The Secretary encouraged Board members to complete the annual assessments.

The Secretary congratulated Jona Zyfi, the recipient of the 2015 Board of Governors Leadership Award Winner. Ms. Zyfi was awarded the honor because she maintained a 3.95 cumulative GPA while making extraordinary contributions to the Criminology Department, the Ryerson community, and the community at large through social justice initiatives.

6. REPORT FROM THE PROVOST AND PRICE PRESIDENT ACADEMIC

6.1 Provost's Updates

Mohamed Lachemi spoke briefly about the Academic Plan, its priorities and annual reporting at Senate and the Board. The Provost also spoke of the 2014 National Survey of Student Engagement. It is the fifth time the survey has been conducted and it has become an important part of the planning process. The survey suggests possible areas of enhancement in the areas of student faculty interaction and student participation in faculty research.

6.2 Sexual Violence Policy

Mohamed Lachemi introduced the background to the Sexual Violence Policy and asked Heather Lane Vetere to present further information on it.

Heather Lane Vetere spoke to the rationale behind the creation of the policy. Ms. Vetere cited statistics about sexual violence at Ryerson and nationally and spoke of the consultation process that occurred in the drafting of the policy. Ms. Vetere then presented more detailed information about the policy itself and what it included.

Board members asked questions specific to the statistics quoted in the presentation. Kim Varma complimented the policy and said that it was a very thorough report.

Janet Rodrigues spoke to the policy and questioned the active role students will be given in the review process. Ms. Rodrigues also asked if there is an assurance that the survivor support outlined in the policy will be implemented.

Ms. Vetere said that the review will be done by an advisory committee on which she fully expects that RSU and CESAR will be represented. Ms. Vetere also said that the coordinator will assist in determining the membership of the Committee. The feedback gathered by the numerous consultations will guide the implementation of the policy.

Ms. Rodrigues requested that the wording of the motion to approve the policy should include significant student participation in the policy review. The President and the Vice Provost Students responded that the policy specifically states that any policy review will involve the participation of students.

Several Board members concurred with a need for student consultation when the policy is to be reviewed.

Janice Fukakusa thanked Janet Rodrigues for her presentation and said that both the Board and students want a robust policy that serves the needs of the community.

BE IT AND IT IS HEREBY RESOLVED:

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

6.3 Ryerson Communication and Design Society

Tyler Webb presented information on the Ryerson Communication and Design Society's ("RCDS") first year of operation and sent regrets from Casey Yuen, RCDS President and Miri Makin, Manager Student Relations and Development who were attending the society's second annual student leadership retreat. Mr. Webb reported on the initiatives, conferences, and cross disciplinary projects funded by the society.

7. DISCUSSION ITEMS

7.1 Report from the Chair of the Audit Committee

Janice Fukakusa reported that at the June 18, 2015 Audit Committee meeting, Ryerson received an unqualified external audit opinion for the financial statements for the year ended April 30, 2015. At that meeting Janice Winton took the Committee through the audited statements, and Bobbi-Jean White from KPMG went through the Audit Findings Report with the committee.

7.1.1 Draft Audited Financial Statements -Year Ended April 30, 2015

BE IT AND IT IS HEREBY RESOLVED:

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

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

Mitch Frazer reported that at the June 18 ERPC meeting KPMG presented the 2015 Ryerson Retirement Pension Plan 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.

At the same meeting Towers Watson, the University's Actuaries took the group through the preliminary evaluation of the funded status of the Ryerson Retirement Pension Plan as of January 1, 2015. Towers Watson had recommended several assumption changes at the April Employee Relations and Pension Committee and these changes were approved at the June 18 meeting. Since the funded status is 100%, a recommendation to file the 2015 valuation report will most likely be made at the September meeting.

One of the responsibilities of the ERPC is to monitor the asset allocation and investment returns of the Ryerson Retirement Pension Plan. At the meeting, OMERS presented an overview of investment performance and information on OMERS investment strategies, capital markets and real estate assets.

At the April 16, 2015 meeting the ERPC approved an increase to the RRPP Annual Expense Budget increase. This increase is in line with other universities.

7.2.1 Audited Financial Statements of the Ryerson Retirement Pension Plan January 1, 2015

BE IT AND IT IS HEREBY RESOLVED:

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

7.2.2 Preliminary Valuation of the Ryerson Retirement Pension Plan for January 1, 2015

BE IT AND IT IS HEREBY RESOLVED:

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

7.2.3 Ryerson Retirement Pension Plan Annual Expense Budget

BE IT AND IT IS HEREBY RESOLVED:

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

8. CONSENT AGENDA

8.1 Approval of the April 27, 2015 Minutes

The minutes were approved as presented.

8.2 Environmental Health and Safety Report

9. FOR INFORMATION

Janice thanked everyone and hoped to see them at the Board dinner in the fall

10. TERMINATION

BOARD OF GOVERNORS MEETING **September 28, 2015**

AGENDA ITEM: Lieutenant Governor in Council Re-Appointment of Janice Fukakusa

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: Janice Fukakusa's first three year term appointment to the Board will be completed on October 9, 2015.

On May 26, 2014 the Executive Committee, acting on behalf of the Board approved Janice Fukakusa's chairmanship to the Board of Governors until May 2016. Pursuant to that approval, the Board is being asked to approve Ms. Fukakusa's re-appointment for a second term beginning on October 10, 2015 and ending on October 9, 2018.

BACKGROUND: Janice Fukakusa was appointed to the Board on October 10, 2012 and will complete her first term on October 9, 2015. Ms. Fukakusa has agreed to seek a second three-year term on the Board.

PREPARED BY:

Name: Catherine Redmond, Governance Officer

Date: August 21, 2015

APPROVED BY:

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

Date: August 21, 2015



BOARD OF GOVERNORS MEETING
September 28, 2015

Agenda Item: Annual Board and Committee Assessment Executive Summary 2014-15

Strategic Objectives:

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

ACTION REQUIRED: For Information

EXECUTIVE SUMMARY:

The Board Assessment Results for 2015 were favourable. The Board continued to be aware of the University's strategic direction and its role as a body that provides oversight rather than management. There was interest in having the Board and Senate meet so that the two bodies could understand each other's role and mission more effectively.

Board members reported positively on the functioning and the efficiency of the Board and its Committees. The Board Chair and the Secretariat Team were well regarded by the Board membership and seen as approachable and supportive. Overall, the Board members felt that the Secretariat was highly effective and provided excellent service.

Board Members appreciated receiving information in a timely and comprehensive way and liked the level and detail of presentations at the Board, but also appreciated brevity in the length of presentations, specifically at Board meetings. The Diligent Board Portal was seen as a useful tool but would be more effective if used regularly.

Additional comments made by Board members included the following:

Maybe it would be good to have the student and alum members or any new members have a meeting in the start of the year to outline personal goals for the year.

The Board collectively speaks as one voice through respect for our decision-making

CONFIDENTIAL ADVICE TO THE BOARD OF GOVERNORS

processes, but it is important to recognize that it is composed of a variety of voices that come from different places. These differences empower the board to be the best it can be.

The Board Chair is firm and receptive to questions and comments. I appreciate her service and the time she spends with me to provide her point of view (which reflects the university's view)

I would like further training as it related to subcommittee work. The Board admin and Board Secretariat have been supportive in aiming to provide further training (which I appreciate very much).

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 Catherine Redmond
Date September 22, 2015

APPROVED BY:

Name Julia Shin Doi, General Counsel & Secretary of the Board of Governors
Date September 22, 2015

RYERSON ACHIEVEMENT REPORT

A sampling of appearances in the media by members of the Ryerson community for the September 2015 meeting of the Ryerson Board of Governors

President Sheldon Levy was quoted in the Birmingham (UK) Post on the topic of Birmingham firms benefiting from a partnership with Ryerson <http://bit.ly/1KlzkhN>, as the result of an MOU signed with the incubator Innovation Birmingham. Similar coverage appeared in Tech City News, Business Quarter UK, the Business Desk, Private Equity Wire, Insider Media Limited, and MyInforms.com.

Azure Magazine featured Ryerson's Student Learning Centre, quoting **President Levy** <http://bit.ly/1Cr7xyh>.

The Toronto Sun featured Ryerson's DMZ and **President Levy** in an article on inventing Ontario's future <http://bit.ly/1C190vg>.

The Toronto Sun reported on the transformation of Ryerson's campus, quoting **President Levy** <http://bit.ly/1J8rckb>.

CP24 reported on President Levy's comments on the future of the Gardiner Expressway. A Toronto Star article on Mayor John Tory's plan for the Gardiner quoting **President Levy** was also carried by Metro News, Inside Toronto, the Torontoist, and CP24.com <http://on.thestar.com/1M0a4il>.

Hotelier Magazine reported on the appointment of **Frédéric Dimanche** as the new director of the Ted Rogers School of Hospitality and Tourism Management <http://bit.ly/1JRclKz>. The item also appeared in Canadian Lodging News <http://bit.ly/1gpSdbc>, Restaurant Central <http://bit.ly/1KQUxVr> and Travel Press <http://bit.ly/1G9haq2>. Hospitality Inside featured an interview with Dimanche.

The Toronto Star reported on Drake's surprise appearance at Ryerson <http://on.thestar.com/1L7Zzwf>. Similar items appeared on CBC News <http://bit.ly/1Kh12ey>, Global News <http://bit.ly/1Y17XD0>, CTV News <http://bit.ly/1Kh15Y2>, HuffPost Living, CP24, CityNews, BET News, ET Canada, Music Times, and MTV News.

The Boston Globe reported on HitchBOT, the computerized hitchhiker, in an article that quoted **Frauke Zeller**, Professional Communication <http://bit.ly/1K95q21>. The item was pitched by Public Affairs. Similar items appeared in CBC News Toronto, Boston Magazine, GIS User, Quartz, Engineers Online, and Newstalk 1290. The demise of the hitchhiking robot while travelling through Philadelphia earned sympathetic headlines around the world, including Deutsche Welle, Bloomberg, Russia Today, Sunday Times South Africa, the Times of India, Reuters, NBC Nightly News <http://nbcnews.to/1VV9TvT>, ABC News, Washington Post <http://wapo.st/1MIDBJD>, BBC News, New York Times, London Evening Standard, Los Angeles Times, People Magazine, and many more. The Washington Post chronicled the bot's travels <http://wapo.st/1leKx50>.

Ryerson University Lifeline Syria Challenge

Wendy Cukier, vice-president of research and innovation and executive lead of the Ryerson University Lifeline Syria Challenge, spoke to the Globe and Mail about Ryerson leading Canadian universities' efforts to aid Syrian refugees <http://bit.ly/1Q6bpXa>. She appeared on CTV News discussing the project and spoke to the Toronto Sun about local efforts to help refugees <http://bit.ly/1XDZm96>. She also contributed a piece to the Toronto Star highlighting what Canada can do for refugees <http://on.thestar.com/1Xpe83C>, an item that was picked up by OurWindsor.ca.

Bloomberg Business reported that the Ryerson community launched a project to sponsor 11 families and 44 Syrian refugees <http://bloom.bg/1SzgBTO>. Similar items appeared in the Globe and Mail <http://bit.ly/1HKPSym>, Individual.com <http://bit.ly/1OubROE>, University Affairs <http://bit.ly/1gLQ3CU> and Academica.ca.

Prince Edward County reported on the initiative at Ryerson <http://bit.ly/1F4aqGK>.

CBC News reported on the Growing North project where Ryerson students will work to address food insecurity in Nunavut <http://bit.ly/1Gt1ysn>. The item, pitched by Public Affairs, was also picked up by Canadian Press, appearing in the Toronto Star, CTV News, Winnipeg Free Press, Brandon Sun, Metro News, CP24, and Yahoo News. Students **Stefany Nieto** and **Ben Canning** appeared on CTV's Canada AM discussing the project.

City University London reported that Ryerson would join the World Cities World Class University (WC2) network, quoting provost and vice president academic **Mohamed Lachemi** <http://bit.ly/1JiZuDI>.

Marie Bountrogianni, dean, Chang School, published a piece on HR.com on the topic of continuing education motivating employees and filling the skills gap <http://bit.ly/1QLgapZ>. She also spoke to Media Planet about getting ahead with online and continuing education, and to Canadian Living about going back to school as an adult <http://bit.ly/1UxM6UC>. She was also quoted in a Toronto Star article about maximizing online studies.

The Globe and Mail profiled the Figure 1 app co-developed by **Gregory Levey** that now boasts 500,000 users <http://bit.ly/1iOqZMH>. A similar story appeared in Examiner.com <http://exm.nr/1W7D5yW>.

A Toronto Star article on student housing mentioned Ryerson's Jarvis Street residence and Church Street development <http://on.thestar.com/1iUnRPm>.

The Globe and Mail mentioned the Digital Media Zone in an article on funding female entrepreneurs as a proven job-creation strategy <http://bit.ly/1Mv8ppD>.

Heather Lane Vetere, vice-provost, students, spoke to Rabble.ca about Ryerson's new sexual assault policy <http://bit.ly/1FP98KB>.

John Shields, Politics, commented in the Epoch Times about a StatsCan finding that a majority of immigrants obtain degrees outside Canada <http://bit.ly/1Jd79Qv>

The Globe and Mail profiled Small Business Challenge competitor and Ryerson alum **Dan Hosseinzadeh** <http://bit.ly/1gtRhSM>.

CBC News spoke with **Murtaza Haider**, TRSM, on the future of the Gardiner Expressway and hybrid options.

CBC Radio's Metro Morning featured DMZ-based entrepreneurs and startups Sampler and TeaBOT.

Canadian Architect profiled Ryerson's Student Learning Centre <http://bit.ly/1F2pxQW>.

Chris MacDonald, TRSM, contributed a piece on employee morale to Canadian Business <http://bit.ly/1FMEmID>. The item was picked up by MSN News. He was also quoted in a Reuters piece about Google in China <http://reut.rs/1IZK3g5>, an item that appeared in the Financial Express, Express Tribune, CNBC, Disruptive News and Business Insider.

Howard Lin, TRSM, spoke to Fairchild TV and Omni News: Mandarin Edition about the Chinese Immigrant Entrepreneurs conference at TRSM. He also spoke to Ming Pao about building networks and focusing on capital <http://bit.ly/1OqY8dj>. He is the director of the Canada-China Institute for Business Development.

Frank Russo, Psychology, spoke to CBC News about Ryerson's Parkinson's choir <http://bit.ly/1USBwT1>.

Pamela Palmater, Politics, spoke to CBC News about indigenous voting <http://bit.ly/1QeHtbu>.

The National Magazine featured Ryerson's Legal Innovation Zone <http://bit.ly/1Kd3R3m>.

Glenda Mallon, assistant general counsel, spoke to CCA Magazine about honesty becoming law <http://bit.ly/1i9AWDX>

Ian Baitz, Chair, Graphic Communications Management, spoke to American Printer about students attending an international honours class <http://bit.ly/1UQJpIC>.

The Globe and Mail mentioned **Sorpong Peou**, Chair, Politics and Public Administration, in a piece on the refugee crisis <http://bit.ly/1Op5fDf>.

Joshna Maharaj, Food Services, spoke to CBC.ca about avoiding the Freshman 15 <http://bit.ly/1Y1sDe2>. She also spoke to CBC Daybreak (Kamloops) about healthy eating <http://bit.ly/1QctbYQ> and to CBC Radio's Metro Morning about showcasing Toronto food during the Pan Am Games.

The National Post profiled research on women using social media to challenge oppressive ideologies by Communication and Culture master's student **Lianna Pisani**, who presented her findings at the Congress of the Humanities and Social Sciences at the University of Ottawa <http://bit.ly/1Gkvg4J>. Similar items appeared in 24News.ca and Vancouver Desi. The item was pitched by Public Affairs.

Professor Emerita **Catherine Frazee** was quoted in the Toronto Star in reaction to Princeton professor Peter Singer's controversial ideas <http://on.thestar.com/1J5PRoc>.

Charles Falzon, Dean, Communication and Design, was quoted in Broadcast Dialogue about the strong Ryerson presence at TIFF 2015 <http://bit.ly/1W5Dpz9>. A similar piece appeared in World News <http://bit.ly/1QsHgLy>.

A blogTO article on the top 10 places to propose in Toronto featured Ryerson's Mattamy Athletic Centre <http://bit.ly/1K2XsrA>.

CBC News profiled the Spanning the Gaps program, quoting its director, **O'Neil Edwards**, <http://bit.ly/1iiHJf5>. A similar item aired on CBC Radio's Metro Morning <http://bit.ly/1iiHJf5>.

David E. Smith, distinguished visiting professor, spoke to CBC News about NDP leader Tom Mulcair's Senate pledge <http://bit.ly/1QsDqsJ>

Idil Atak, Criminology, spoke to the National Post about the Tories' commitment to taking in refugees <http://bit.ly/1M1oBMi>.

MarketWatch reported that ProColombia would Launch "Colombia Bring IT On" with a business event in Toronto this October with speakers including the DMZ's **Brendan Dellandrea** and **Andrew Jenkins** and coaching by **Sean Wise**, TRSM <http://on.mktw.net/1KcGcwQ>.

A Metro News article on a new HIV/AIDS prevention drug quoted **Len Tooley**, team coordinator at the HIV Prevention Lab of Ryerson <http://bit.ly/1gezQ8C>

Newstalk 1010 quoted **Myer Siemiatycki**, Politics, on running an election campaign in the age of social media <http://bit.ly/1Fzl0Ag>

Gene Allen, Journalism, spoke to Maclean's about "bulldog" newspaper editions <http://bit.ly/1JWOkTd>.

Metro News profiled Toronto's annual YIMBY festival at Ryerson <http://bit.ly/1MdKXqi>.

Ryerson residence advisor **Hannah Van Dyk** spoke to CTV News about getting along with roommates.

Paul Roth, director, Ryerson Image Centre, spoke to the Globe and Mail about the power of photography <http://bit.ly/1MaT39F>

Ben Barry, Fashion, spoke to the Fashion Spot about diversity in fashion ads for fall 2015 <http://bit.ly/1OylaNk>.

Stephen Lewis, distinguished visiting professor, spoke to CBC News about the federal election <http://bit.ly/1FvrrnL>.

Hayden King, Politics, spoke to iPolitics about the unprecedented number of indigenous candidates running in the federal election <http://bit.ly/1KXLS2V>.

Lecturer **Oren Amitay** spoke to the Toronto Star about back-to-school blues following someone for life <http://on.thestar.com/1LRecTj>. The item was picked up by Our Windsor.

A Toronto Star article on five iconic photos that changed history quoted instructor **Peter Bregg** <http://on.thestar.com/1EGhGbE>.

Ramona Pringle, RTA, spoke to CBC Radio's Metro Morning about protecting kids' privacy online, <http://bit.ly/1iu2rZd>. She also appeared on a CNN Money debate about the balance of power in Canadian privacy <http://cnnmon.ie/1Q6fomC>.

BNN News spoke with distinguished visiting professor **Buzz Hargrove** about the Canadian manufacturing economy and competition from Mexico, as an expert pitched by TRSM marketing and communications.

The Globe and Mail reported on a \$1-million gift from BMO to support the expansion of Ryerson's successful Tri-Mentoring Program. Similar items appeared in BMO Financial Group <http://bit.ly/1JSVhYP> and Nationtalk.ca <http://bit.ly/1VBPP0y>

Martin Antony, Psychology, spoke to Inside Fitness Magazine about solutions to life's stressful situations <http://bit.ly/1N7nGLI>.

Canadian GreenTech reported that Ryerson and TechM are collaborating on an integrated microgrid SCADA platform <http://bit.ly/1JSTSWS>.

A Maclean's article on innovation in Canada featured Ryerson's DMZ <http://bit.ly/1O1KwVG>

Andrew O'Malley, English, spoke to CBC Radio's The Doc Project about children's literature and fairy tales.

The Huffington Post featured Ryerson and the Student Learning Centre among its most eye-catching campus buildings in Canada <http://huff.to/1LNezOJ>

Tom Duever, Dean, Engineering and Architectural Science, spoke to the REMI Network about student need concerning professional engineers <http://bit.ly/1KLIV6B>. Canadian Electronics quoted Dean Duever in reaction to the Engineers Foundation increasing scholarship funding by 50 percent <http://bit.ly/1JPiLKT>.

Ruth Panofsky, English, spoke to Quill & Quire about Anansi re-issuing the innovative feminist classic "Basic Black with Pearls" <http://bit.ly/1fWVjmi>.

The Canadian Press reported that the Ryerson Image Centre would host the Weegee photo exhibition "Murder Is My Business." The item was picked up by the Winnipeg Free Press <http://bit.ly/1NcdenD>, Chronicle Journal, MySask.com, Hamilton Spectator, London Free Press and Toronto Sun.

Cheri Bradish, TRSM, spoke to CBC News about Toronto's bid for the 2024 Olympics, as a faculty expert pitched by TRSM marketing and communications. She also commented on the bid on CHCH News.

UrbanLand Magazine profiled the transformation of Maple Leaf Gardens into Ryerson's Mattamy Athletic Centre <http://on.uli.org/1hTHUgS>.

Caroline Konrad, Career Centre, spoke to City News about an Ontario survey that found university pays off in two years <http://bit.ly/1hxT7Te>. The item was also picked up by 680 News.

Precedent Magazine published an article on Ryerson's Law Practice Program <http://bit.ly/1IIIglz>.

The National Post reported on an exhibition about Toronto City Hall at Ryerson's Paul H. Cocker Gallery, curated by **George Kapelos** <http://bit.ly/1fUR0YL>. The item was pitched by Public Affairs. Similar items appeared in the Globe and Mail and CBC News Toronto.

Andrea Bartlett, president of Ryerson Students' Union, was appeared on CBC News on the issue of binge drinking <http://bit.ly/1KHr0gb>.

Frank Clayton, senior research fellow, spoke to CBC News about house hunters making personal pleas in hot markets <http://bit.ly/1iq8aBG>. Similar items appeared in the Huffington Post and MSN News.

The Ryerson orientation team appeared on CTV News, an item pitched by Public Affairs, video: <http://bit.ly/1Q69X7V>. Global Toronto and CHFI reported on Ryerson students' attempt to break the Guinness World Record for playing yo-yo.

Ann Cavoukian, executive director, Privacy and Big Data Institute, spoke to CBC News about new data-collection technology that might change office culture <http://bit.ly/1OpSdoV>. She also spoke to CP24 and to CBC Radio's Metro Morning about health records and hospital privacy, as an expert pitched by Public Affairs.

Halifax Magazine featured Fashion alumna **Nicole McInnis** <http://bit.ly/1ftMKjy>.

Kim Snow, Child and Youth Care, was quoted in a Maclean's article about putting young people and solitary confinement <http://bit.ly/1TVikJ3>.

Ivan Joseph, director of Athletics, spoke to the Hamilton Spectator about mental and physical benefits of sport for young children.

John Shields, Politics, spoke to 680 News about the NDP taking the lead in the federal election.

OMNI News: Cantonese Edition interviewed **Hong Yu**, TRSM, about her study on making malls more accessible to people who are blind or are visually impaired <http://www.omnitv.ca/on/yue-can/videos/4447149123001/>

Anatoliy Gruz, director of the Social Media Lab, spoke to the Globe and Mail in reaction to the video of the Virginia shootings spreading across social media <http://bit.ly/1NV9Eel>.

Colleen Carney, Psychology, spoke to Global News about sleep tips for students in a back-to-school segment <http://bit.ly/1KOpogg>.

Maurice Mazerolle, TRSM, spoke to CBC Radio's Metro Morning about the state of employee-management relations and the role of unions.

CBC.ca profiled director and Image Arts alumnus **Jeremy Podeswa** and his work on the Game of Thrones television series <http://bit.ly/1JgSgRW>.

Toronto Life reported on the Slight Family Foundation donation to Ryerson <http://bit.ly/1GdDtog>.

The Globe and Mail reviewed “Mad Miss Mimic,” a new book by **Sarah Henstra**, English <http://bit.ly/1BQ4Znl>.

Minister for Senior Affairs Mario Sergio mentioned senior's month kick-off at Ryerson during TVO's Question Period.

Imogen Coe, dean, Faculty of Science, spoke to Inside Toronto about the Mythbusters exhibit at the Ontario Science Centre <http://bit.ly/1BTvdpl>.

Brent Stirling, social media strategist at the DMZ, spoke to Global News about the impact of emojis on human language and the adaptation or real-life conversation <http://bit.ly/1V4H3YA>.

The Business of Fashion reported that Ryerson's School of Fashion ranks best in Canada on a global ranking <http://bit.ly/1Jr5IUh>.

Gabor Forgacs, Hospitality and Tourism Management, spoke to the Waterloo Region Record about the sharing economy as an election issue <http://bit.ly/1LzQScp>. The item also appeared in the Hamilton Spectator. He also spoke to Pax News about currency surcharges for travelers <http://bit.ly/1lhyyjB>.

A Toronto Star editorial on an anchor strategy in fighting poverty cited Ryerson's policy that 25 percent of the food used by the University be locally and sustainably sourced <http://on.thestar.com/1JwBXk3>.

Kristy Timmons, Early Childhood Studies, spoke to Parents Canada about full-day kindergarten for four-year-olds <http://bit.ly/1LEL0hw>.

The National Post featured DMZ-based startup Closing Folders <http://bit.ly/1JrueVc>.

Prepared by Communications, Government and Community Engagement

RYERSON UNIVERSITY

June 26, 2015

TO: Shoaib Ahmed
Secretary
Ryerson Election Procedures Committee

FROM: Catherine Redmond
Returning Officer

RE: **Board of Governors' Alumni Election Report 2015**

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

Andrea Bartlett
President, RSU

Board of Directors, CESAR

Peter Danziger
President, RFA

Janice Winton
Vice President, Administration and Finance



BOARD OF GOVERNORS' ALUMNI ELECTION
Tabulation Date – Friday, June 26, 2015

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 (4)	VOTE COUNT
Helen Bullingham	60
Karin Rosenberg-Miskovsky	46
Robert Sestito	58
Rhiannon Traill	119
TOTAL	283

ALUMNI CANDIDATES IN ORDER OF STANDING

NAME OF CANDIDATES (4)	VOTE COUNT
Rhiannon Traill	119
Helen Bullingham	60
Robert Sestito	58
Karin Rosenberg-Miskovsky	46
TOTAL	283



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

Tabulation Date – Friday, June 26, 2015
DECLARATION

I hereby declare the following candidates elected:

BOARD OF GOVERNORS – (Alumni) (1)

VOTE COUNT

Names of the Successful Candidate

Rhiannon Traill	119
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APPENDIX C



**RYERSON UNIVERSITY
BOARD OF GOVERNORS' ALUMNI ELECTION RESULTS
Tabulation Date – Friday, June 26, 2015**

VOTING PERCENTAGES

TOTAL ELIGIBLE TO VOTE:	169,754
TOTAL VOTES:	283
TOTAL DECLINED TO VOTE:	6
TOTAL BALLOTS	289
PERCENTAGE OF ELIGIBLE VOTERS WHO VOTED:	0.16

*Amended September 21, 2015***BOARD AND COMMITTEE WORKPLAN 2015-16****SEPTEMBER 2015****Employee Relations and Pension Committee**

Ryerson Retirement Pension Plan Valuation Report Filing of Report with Regulators **(Annual)- Approval**
 Statement of Investment Policies & Procedures (SIP&P) - **Approval**
 Appointment of RRPP Actuary **(Annual)– Approval**
 Annual Pension 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

New Appointments- **Information**
 Transition Report from the President - **Information**
 Presidential Search Committee Update - **Information**
 Presidential Search Committee Membership - **Approval**
 Appointment of RRPP Actuary **(Annual)– Approval**
 Ryerson Retirement Pension Plan Valuation Report Filing of Report with Regulators **(Annual)- Approval**
 Statement of Investment Policies & Procedures (SIP&P) - **Approval**
 Introduction of new Senior Leadership – **Information**
 Board Appointment – **Approval**
 Banking Resolution - **Approval**
 Ryerson Builds (monthly)- **Information**
 Ryerson Home Grown Presentation – **Information**
 Tribute to Jack Cockwell Video
 Faculty of Art Referendum – **Approval**
 Provost's Report - The Academic Year Ahead – **(Annual)-Information**
 Board and Board Committee Work Plan 2015/16 **(Annual)- Information**
 Alumni Election 2015 Report Results **(Annual)- Information**
 Annual Board Assessment Executive Summary 2014-15**(Annual) - Information**
 Senate Dates for 2015/16 **(Annual)– Information**
 Common Ryerson University Abbreviations **(Annual)– Information**
 Report from the VP University Advancement – **(Quarterly) Campaign Report- Information**

OCTOBER 2015**Finance Committee**

Review of Revenue and Expenditures for new Programs – **Approval**
 Ryerson Futures Inc. - **Approval**

*Amended September 21, 2015***Executive Committee**

Senate members on Presidential Search – **Approval**
Interim President Appointment – **Approval**
Review of Revenue and Expenditures for new Programs – **Approval**
Ryerson Futures Inc. - **Approval**

NOVEMBER 2015

Finance Committee

Capital Update – **Information**
First and Second Quarter Financial Results **(Annual)**- **Approval**
Enrolment Update– **Information**
Fiera Capital Quarterly Financial Results - **(Annual)** – **Information**
Work Plan for Committee **(Annual)**– **Information**
Terms of Reference for the Committee **(Annual)** – **Information**

Audit Committee

Interim President's compensation- **Approval**
Broader Public Sector Executive Compensation Framework -**Information**
Status Report: External Audit Services RFP **(Annual)** – **Information**
Management Letter/Response- External Auditor **(Annual)**- **Information**
Internal Audit Services Executive Summary/Status of Audit Reports June-Nov 2015 **(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**

November Board Meeting

Presidential Search
Report from the Vice President Research and Innovation **(Annual)** – **Information**
First and Second quarter financial statements (Annual) - **Approval**
Ryerson Builds **(monthly)** - **Information**
Report from VP University Advancement First Quarterly **(Annual)** Report – **Information**
Enrolment Update **(monthly)** – **Information**
Mental Health Presentation - **Information**

DECEMBER 2015

Amended September 21, 2015

JANUARY 2016

Finance Committee
Introduction to the 2016-17 Budget Process - Information

Board Meeting
Presidential Search Committee Update - Information Report from the Provost - Information Introduction to the 2016-17 Budget Process - Information Update on 2015-16 Enrolments – January 2016 Report – Information Architecture Society Referendum – Approval

FEBRUARY 2016

Finance Committee
2016-17 Budget: Part One - Environmental Scan- Information Third Quarter Financial Statements - Approval

Executive Committee
Recommendation and Approval of New President

MARCH 2016

Finance Committee
2016-17 Budget: Part Two - Fees Context - Information Fiera Capital Report – December 31, 2015– Information

Audit Committee
External Auditor's Audit Planning Report - year ending April 30, 2016 (Annual) – Information 2015 Insurance Synopsis (Annual) - Information Internal Audit Services Annual Audit Plan For The Fiscal Year 2016/17 (Annual) - Information Internal Audit Services Executive Summary/Status of Audit Reports Nov-Mar 2016 (Tri-annual) - Information Summary of Compliance and Assurance Audits for the Fiscal Year 2015-16(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

*Amended September 21, 2015***March Board Meeting**

Third Quarter Financial Results – **Approval**
 External Auditor's Audit Planning Report for the Fiscal Year Ending April 30, 2016 **(Annual)** – **Information**
 Ryerson Builds **(monthly)** **Information**
 Enactus Presentation **Information**
 Canadian Interuniversity Sports, CIS - **Information**
 Academic Presentation - **Information**
 Ryerson Performance Indicators and Core Performance Measures – **Information** **(Annual)**
 2016-17 Budget: Part One – Environmental Scan - – **Information** **(Annual)**
 2016-17 Budget: Part Two - Fees Context – **Information** **(Annual)**
 Sceptre Annual Financial Results **(Annual)** - **Information**
 Report, Vice President University Advancement Quarterly Update(monthly) - **Information**
 Board Election 2016 Report– **Information**

APRIL 2016**Employee Relations and Pensions Committee**

Proposed Assumption Changes, Plan Valuation & Funded Status Projections **(Annual)**– **Approval/ Information**
(varies each year)
 Amendments for Total Earnings Supplemental Plan (TESP) **(Approval)**
 Cash Flow Analysis for Total Earnings Supplemental Plan (TESP) **(Information)**
 OMERS Quarterly Investment Report **(Annual)**– **Information**
 Revisions to Governance Structure for the Ryerson Retirement Pension Plan **(Approval)**
 Equity, Diversity and Inclusion Report and Presentation- **Information**

Finance Committee

2016-17 University Budget
 Fees- **Approval**
 Budget Priorities and Expenditures Operating Budget and Consolidated Budget - **Approval**

April Board Meeting

Fees- **Approval**
 Budget Priorities and Expenditures 2016-17 Operating Budget and Consolidated Budget **(Annual)** - **Approval**
 Proposed Assumption Changes for 2016, Plan Valuation & Funded Status Projections **(Annual)**- **Approval**
 Revisions to Governance Structure for the Ryerson Retirement Pension Plan **(Approval)**
 Ryerson Builds – **Information**
 Amendments for Total Earnings Supplemental Plan (TESP) **(Approval)**
 Equity, Diversity and Inclusion Report and Presentation- **Information**

MAY 2016

*Amended September 21, 2015***Executive Committee**Board and Committee Membership 2015-16 -**Approval****JUNE 2016****Audit Committee (Finance Members invited)**Draft Audited Financial Statements – Year Ended April 30, 2016(**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, 2016(**Annual**) - **Information**Internal Audit Services Executive Summary/Status of Audit Reports March-June 2016 (**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**Environmental Health & Safety Report (**Annual**) **Review/Acceptance (Legislative Compliance)**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, 2016 (**Annual**)- **Information**People First Presentation (**Information**)**June Board Meeting and Annual Board Dinner**Proposed Academic Program Approvals - **Approval**Draft Audited Financial Statements – Year Ended April 30, 2016(**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 2016/17- **Approval**First-Year Student Survey 2015 – **Information**Environmental Health and Safety Report – **Review and Acceptance (Legislative Compliance)**Compensation Legislation Update - **Information**Preliminary Valuation of the Ryerson Retirement Pension Plan for January 1, 2016 (**Annual**) - **Information**Ryerson Builds **Information**Executive Compensation Update -(**Annual**) **Information**Board and Committee Assessments Distribution -(**Annual**)- **Information**Report from VP University Advancement Quarterly Update - **Information**

Amended September 21, 2015

JULY 2016

Executive Committee
Will convene if there is urgent business

AUGUST 2016

Executive Committee
Will convene if there is urgent business

SENATE MEETINGS - 2015-2016

For Agendas and Minutes, go to: www.ryerson.ca/senate/MinutesAgendas.html/

ORIENTATION:

Tuesday, September 15, 2015 (4:30 p.m.) - Senate Members Orientation

NOTE: Monthly scheduled Senate meetings (listed below) start at 5:00 p.m.
Light dinner will be available from 4:30 p.m.

MEETING DATE	AGENDA DEADLINE
Tuesday, October 6, 2015	Tuesday, September 15, 2015
Tuesday, November 3, 2015	Tuesday, October 20, 2015
Tuesday, December 1, 2015	Tuesday, November 17, 2015
Tuesday, January 26, 2016	Tuesday, January 12, 2016
Tuesday, March 1, 2016	Tuesday, February 16, 2016
Tuesday, April 5, 2016	Tuesday, March 15, 2016
Tuesday, May 3, 2016	Tuesday, April 19, 2016
Tuesday, May 31, 2016	Tuesday, May 17, 2016

Please email John Turtle, Secretary of Senate (jturtle@ryerson.ca) or Lucia Stewart, Administrative Assistant (lstewart@ryerson.ca) if you require further information.



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
OCCGS	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