



BOARD OF GOVERNORS
Wednesday, September 28, 2016
Jorgenson Hall – JOR 1410
380 Victoria Street
12:00 p.m. to 1:30 p.m.

	Item	Presenter/s	Action
1.	IN-CAMERA DISCUSSION (Board Members Only)		
2.	IN-CAMERA DISCUSSION(Executive Group Invited)		
	END OF IN-CAMERA SESSION		
3.	INTRODUCTION		
3.1	Chair's Remarks	Janice Fukakusa	Information
3.2	Approval of the September 28, 2016 Agenda	Janice Fukakusa	Approval
4.	REPORT FROM THE PRESIDENT	Mohamed Lachemi	Information
4.1	Introduction of new Senior Leadership Appointments	Mohamed Lachemi	Information
5.	REPORT FROM THE SECRETARY	Julia Shin Doi	Information
6.	REPORT FROM THE INTERIM PROVOST AND VICE PRESIDENT ACADEMIC	Chris Evans	
6.1	Provost's Report – The Academic Year Ahead	Chris Evans	Information
7.	DISCUSSION		
7.1	REPORT FROM THE CHAIR OF THE EMPLOYEE RELATIONS AND PENSION COMMITTEE	Mitch Frazer	
7.1.1	Ryerson Retirement Pension Plan Valuation Report and Filing of Report with Regulators	Christina Sass-Kortsak	Approval

7.1.2	Appointment of the Actuary for the Ryerson Retirement Pension Plan	Christina Sass-Kortsak	Approval
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8. CONSENT AGENDA

8.1	Approval of the June 23, 2016 Minutes	Janice Fukakusa	Approval
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8.2	Appointment of Board Liaison to Ryerson University Alumni Association	Julia Shin Doi	Approval
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9. FOR INFORMATION

9.1	Alumni Election to the Board 2016 Results		Information
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9.2	Ryerson Communications Report		Information
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9.3	Senate Meeting Dates 2016-17		Information
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9.4	Ryerson University Common Abbreviations		Information
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10. TERMINATION

NEXT MEETING OF THE BOARD – November 24, 2016

Board of Governors Welcome – I am pleased to welcome new and returning members to the 2016-17 academic year, including Catherine Paisley (Business '90), elected this summer as an alumni representative – and offer very best wishes for a great year.

TRSM 10th Anniversary – The Ted Rogers School of Management is launching a new brand identity and name for the MBA program to mark and celebrate the transformative \$15 million gift from Ted and Loretta Rogers in May 2007. The 'Ted Rogers MBA' reflects the spirit of innovation and entrepreneurship for which Ted Rogers himself was renowned, and the support for students that was his hallmark. The 2007 gift established an annual endowment that funds 52 awards and scholarships for undergraduate and graduate students, with nearly 500 students benefitting to date. The gift also established the Loretta Rogers Research Chair, currently held by Professor Cheri Bradish, director of the newly established Sports Innovation Hub. Over the past decade, TRSM has seen exponential growth in its programs, research and reputation, and will host special anniversary events over the year including networking sessions, academic workshops, a conference and a 10th anniversary convocation gala.

RIC and MIT Press – The Ryerson Image Centre (RIC) is launching a book series co-published with the MIT Press on the histories, practices and impact of photography. The first RIC volume, *The "Public" Life of Photographs*, includes nine essays by international curators and scholars exploring how photographs are encountered in the world, and how the context of their viewing influences reception and meaning. The book is edited by Thierry Gervais, RIC Head of Research and Assistant Professor in the School of Image Arts. RIC Books is an important part of the RIC commitment to scholarly research, academic fellowships, lectures, and symposia, the cultural network of Toronto, and the national and international artistic community.

Fall Convocation – Thank you to everyone involved in honorary doctorate nominations, and the Awards and Ceremonials Committee for its work – this Fall we will be honouring:

Carole and Howard Tanenbaum – esteemed professionals and business developers, engaged philanthropists in the arts, health care, education, and the Jewish community; Faculty of Arts/Faculty of Communication and Design, Doctor of Laws

Peter Gilgan – award-winning home and community builder, partner in city-building and wellness through recreation, hospital development, and higher education; Ted Rogers School of Management, Doctor of Laws

Student Orientation – Congratulations and special thanks to the orientation team bringing the student-chosen "Vibrant 2016" theme to outstanding life. From the efficiency and fun of residence move-in day to concerts and dance parties, the international students reception, a Guinness world record and the community welcome back picnic on the Quad – plus so much more – the energy, kindness and friendship for students and their families put blue-and-gold spirit front and centre and spoke so highly for the Ryerson student experience.

Congratulations –

Phyllis Yaffe, former Chair of the Ryerson Board of Governors, was appointed Consul General in New York among key diplomatic positions announced by the Trudeau government on July 19th – bringing esteemed experience in culture, education and business to the post.

Candice Monson (Psychology) has been named a Fellow of The Royal Society of Canada's Academy of Social Sciences, for her internationally recognized leadership in pioneering treatment for posttraumatic stress disorder (PTSD).

Trevor Hart (Psychology) has been named a Member of The Royal Society of Canada's College of New Scholars, Artists and Scientists, recognizing research and project leadership addressing social anxiety, HIV prevention and sexual health.

Early Researcher Awards announced in August by the Ministry of Research, Innovation and Science include five Ryerson recipients:

- Costin Antonescu (Chemistry and Biology) is developing a high-resolution spatial map within cells of hormone receptors to advance understanding of cell growth, survival and movement including possible implications for cancer growth and metastasis.
- Becky Choma (Psychology) is studying Islamophobia in Canada, including the role of ideology and whether humour that questions stereotypes and prejudicial beliefs can disarm fear and reduce prejudice.
- Seth Dworkin (Mechanical and Industrial Engineering) is developing a detailed numerical model for engine emissions to help Ontario aerospace/vehicle companies produce cleaner engines and meet government pollution regulations.
- Margaret Moulson (Psychology) is studying factors that influence the development of emotion processing in infants, including research on intervention in populations with deficits in this ability (e.g., autism spectrum disorders);
- Scott Tsai (Mechanical and Industrial Engineering) is engineering an optical lab-on-a-chip technique to coat and encapsulate transplanted cells as protection from immune system destruction and to facilitate the transport of nutrients across the cell membrane.

Sutama Ghosh (Geography and Environmental Studies) and *John Shields*, (Politics and Public Administration) are co-applicants and *Harald Bauder* (Geography and Environmental Studies) is a collaborator with principal investigator Valerie Preston (Geography, York University) on a SSHRC Partnership Grant entitled *Migration and Resilience in Urban Canada: Discovering Strengths and Building Capacity* awarded \$2.5 million in SSHRC funding over five years plus an additional \$1.2 million in partner contributions for a total of \$3.7 million. The project will be delivered through the Ryerson Centre for Immigration and Settlement (RCIS).

Appointments –

Usha George, former dean of the Faculty of Community Services, and an experienced and collaborative leader and distinguished scholar and researcher, is serving as interim vice-president, research and innovation effective September 1st for the duration of the search now under way to fill the position.

Jennifer Mactavish has been reappointed vice-provost and dean of the Yeates School of Graduate Studies, following up a first term that saw the development and implementation of the first YSGS strategic plan and accomplishments such as the GradCafé, an advisory board of graduate student leaders; GradTalks, a guest speaker and networking series; the introduction of a gold medal program for the top graduate students in each faculty; the introduction of recognition awards for outstanding contributions to graduate education in each faculty; the extension of programming for enhancing faculty mentorship skills; and new systems to facilitate more effective admissions and program administration and management. An internationally recognized scholar, researcher and award winning teacher, her academic focus is on inclusive physical activity, leisure, disability sport and educational psychology.

Denise Birkhofer (PhD Art History, Institute of Fine Arts, New York University) has been appointed Collections Curator and Research Centre Manager at the Ryerson Image Centre, joining the university from the Allen Memorial Art Museum (Oberlin College, Ohio) and previous positions at the Grey Art Gallery, New York University; the Museum of the City of New York; and the Des Moines Art Center.

Jennifer Grass has been appointed assistant vice-president university relations. With a background in journalism and experience in team-building and transformative technologies, Jennifer comes to Ryerson from her position as senior director of communications and public affairs at the Council of Ontario Universities.

Voula Cocolakis has been appointed executive director, university business services (UBS), joining Ryerson from the University of Calgary ancillary services, including residence, parking and transportation, food, hotel and conference services, university bookstores and OneCard operations – as well as campus development and initiatives on student learning and leadership.

Athletics – The launch of the 2016-17 season features special highlights, including:

- Kori Cheverie making history as the first female hired as a full-time assistant coach in Canadian Interuniversity Sport (CIS) men's hockey, following six seasons with the Toronto Furries of the CWHL and three years at Ryerson as a skills coach and skate-training specialist for Rams hockey as well as minor hockey teams
- the Rams men's soccer team is ranked #3 in Canada, with an undefeated 6-0 record prevailing over Nipissing University, UOIT, Trent, Carleton and the University of Toronto
- On August 30th Ryerson Athletics announced a new partnership with NIKE, Inc. that will supply the eleven Rams teams with uniforms, apparel and equipment, and collaborate with Ryerson Athletics on community initiatives celebrating community health and wellness
- a newly designed Athletics and Recreation website and social media channels have been introduced with the goal of fostering exceptional student experiences and increasing community engagement.

President's Entrance Scholarships – Ryerson applicants with demonstrated exceptional academic accomplishment, leadership qualities, creativity and independent thought are eligible for scholarships valued at \$10,000 per year (renewable with a CGPA of 3.67). Beginning this year both national and international (*) scholarships have been awarded. We are proud to welcome the recipients for 2016-17:

Faculty of Arts

Liana Mortin – Arts and Contemporary Studies

Faculty of Communication and Design

Sherina Harris – Journalism

Farrah (Fangrong) Yuan – Graphic Communications Management*

Faculty of Community Services

Reanna Merlin – Nursing

Faculty of Engineering and Architectural Science

Paulina Panus – Architectural Science

Haider Riaz Bosall – Electrical Engineering*

Faculty of Science

Alexandra Fogel - Financial Mathematics

Teodor Sandel-Konjevic – Computer Science*

Ted Rogers School of Management

Brian Riback – Hospitality and Tourism Management

Tymur Nigmatullin – Business Management*

New Scholarships and Student Support

David and Sylvia Pollock Entrance Award – The School of Disability Studies honored students Megan Elms and Maverick Smith as the first recipients of a scholarship which offers up to \$1,000 to enrolled incoming students who personal perseverance to get an education, and a commitment to community and disability. The award was sponsored by and named for the parents of Melanie Panitch, founding director of the School of Disability Studies and John C. Eaton Chair in Social Innovation and Entrepreneurship. Her father David Pollock, who turned 100 this year, came from Winnipeg to be present at the ceremony.

Emerging Leaders of the Americas Program (ELAP) – Canadian Ambassador in the Dominican Republic Steve Côté hosted Dominican students selected for scholarships as part of the ELAP initiative and attending seventeen Canadian postsecondary institutions including Ryerson. Students were encouraged to make the most of the experience on the cultural as well as academic level, in a program that has seen 177 Dominican student participants to date.

Intrepid Travel Responsible Tourism Award – The first scholarship the travel company has donated in Canada, this award supports the Hospitality and Tourism Management program, focusing on sustainable tourism. Intrepid Travel is expanding its partnership with Ryerson that provides internship opportunities for students and the Directors Credit course which allows students to earn a university credit while learning about tourism in countries around the world.

Extraordinary Spaces

The *David E. Handley Studios* opened on September 15th in the Architectural Science building, with a celebration recognizing the 68 businesses that contributed a total of \$750,000 towards the renovation supporting the quality of the student experience at Ryerson. Led by Cadillac Fairview, industry partners, friends and alumni, the project honours alumnus David E. Handley (Architectural Technology '67) senior vice-president, special projects Cadillac Fairview, as a model of excellence in the profession and mentor to architects at all stages of their careers.

Harry Pellow (Architectural Science '62) and David McKibbin (Architectural Science '83) worked with Cadillac Fairview and outstanding support from industry leaders. The state-of-the-art studios include technology for design fabrication and rapid prototyping, and an environment encouraging students to transition between individual work and collaboration. Renovations bridge the past and future of architectural science at Ryerson, recognizing the university's history of graduating recognized leaders in the industry. The project also celebrates the "university as city builder" in advancing the quality of distinctive Toronto spaces.

The *Student ServiceHub* designed by Gow Hastings Architects has won an Association of Registered Interior Designers of Ontario (ARIDO) award of excellence for combining the functional needs of student registration and financial services into a one-stop location and improving the student experience through an efficient, dynamic and welcoming space – with features such as contrast lighting, a flexible lounge area with tech-enabled furnishings, colourful graphics that serve as wayfinding into various areas, a ticketing system for lineups, self-service counter with an accessible desk – and environmental touches such as energy-saving occupancy sensors and carpet tile containing recycled fishing nets from fishing villages in the Philippines.

The *Student Learning Centre* was among 5 winners receiving an Ontario Library Association (OLA) Library Building Award at the 2016 *Annual Institute on the Library as Place*, recognizing that the design by Zeidler Partnership Architects in Association with Snøhetta interpreted the role of a library as providing inspiring "spaces that have become tremendous community assets" and "well-designed places for play, energy, serenity and excitement" that are multifunctional and environmentally conscious.

The *Ryerson Urban Farm* received a new headquarters thanks to a team of master of architecture students (Rémi Carreiro, Ashleigh Crofts, Sandra Dorozynska, Antonē Frisina, Hovag Kara-Yacoubian, Zohra Akbari Giovanna Monaco, Sajith Sabanadesan, Ryan Sisourath, Samuel Vandersluis). The students designed and constructed a new structure in the Quad to enable equipment storage year-round, using salvaged materials including reclaimed glulam cedar and laminated strand lumber for the structure; oak slat cladding from the legs of discarded drafting tables; and roof shingles repurposed from donated denim jeans.

City-Building

Focus on Features – Ryerson is a partner with the Directors Guild of Canada (DGC), the Producers Roundtable of Ontario (PRO) and the broader filmmaking community in the study *Focus on Features: The Future of Filmmaking in Ontario*. The project will analyze the factors influencing the Ontario film industry in the context of Canadian and international culture, and tell the story of how talent is fostered in the Canadian-owned, Ontario-based film industry. The study will look beyond traditional economic indicators to explore the underlying elements that shape the professional and personal experiences of film writers, directors, and producers, and help chart a way forward in a changing environment where shifts in viewing habits and delivery systems yield lessons for innovation. The study received funding from the Ontario Media Development Corporation (OMDC), Telefilm Canada, the Harold Greenberg Fund, the Producers Roundtable of Ontario and the Directors Guild of Canada (National office and Ontario District Council). The Writers Guild of Canada (WGC) is also a participating member in the project.

Yonge Street study – On July 14th City Councillor Kristyn Wong-Tam announced the Yonge Street Environment Assessment, a project in partnership with the Downtown Yonge BIA and Ryerson University that will focus on designing the new public realm, with consideration given to reconfiguring the street towards increasing pedestrian space, cycling infrastructure, tree planting, lighting, pavement treatments and street furniture. The study of Yonge Street will be undertaken in two phases between 2016 and 2018 – one from Queen Street to College/Carlton Street and the other from College/Carlton to Davenport. The EA is built on prior advocacy and consultation, including the *Yonge Street Planning Framework* (Marianne McKenna and Ken Greenberg, 2011); *Celebrate Yonge* (2012) a summer pilot program that put the framework in action with the conversion of curb lanes on Yonge Street between Gerrard and Queen into dynamic public spaces for patios and performance; and *Yonge Love* (Downtown Yonge BIA, 2014), a seven-month long community consultation that clearly illustrated support for widened sidewalks, pedestrian only events, public art, and unique retail opportunities.



BOARD OF GOVERNORS MEETING
September 28, 2016

AGENDA ITEM: Senior Leadership Appointments

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: N/A

SUMMARY:

Attached are the biographies of new senior leadership appointments.

BACKGROUND: N/A

COMMUNICATIONS STRATEGY: N/A

PREPARED BY:

APPROVED BY:

Mohamed Lachemi
September 20, 2016



Senior Leadership Appointments

Lisa Barnoff, dean, Faculty of Community Services

Lisa Barnoff began her five-year term as dean of the Faculty of Community Services on September 1, 2016. For the past five years, Lisa has been the director of the School of Social Work. Under Lisa's leadership, the School developed and implemented a number of new and innovative initiatives. She brings to her new role a career-long focus on social justice issues and a commitment to advocacy, in her scholarship as well as her university service. She joined the School of Social Work as an assistant professor in 2003, was granted early tenure in 2006 and served a three-year term as the School's Associate Director of Field Education before beginning her term as director in 2011. Lisa earned her PhD from the Faculty of Social Work and Graduate Collaborative program in Women's Studies at the University of Toronto; her master's from the Department of Sociology at U of T; and her bachelor's in sociology from Trent University.

Voula Cocolakis, executive director, university business services

Voula Cocolakis has been appointed as the executive director, university business services, starting August 3, 2016. As executive director, Voula is responsible for the university's wide array of revenue-generating services to students, faculty, staff and guests. Voula brings with her 13 years of experience as an academic administrator. Most recently, she led the strategic direction and management of the University of Calgary's ancillary services. In that role, Voula oversaw numerous construction and renovation projects and collaborated with faculty, staff and student representatives to deliver programs supporting student learning and leadership development. Voula holds a bachelor of arts in French and political science and an MBA, both from Concordia University.

Saher Fazilat, assistant vice-president, campus facilities and capital projects

Saher Fazilat has been appointed as the assistant vice-president, campus facilities and capital projects, starting July 25, 2016. In this role, she is responsible for the planning, design and construction of new buildings at Ryerson, as well as overseeing campus infrastructure maintenance. Saher brings more than 17 years of experience in the industry. Most recently, she was executive director of facilities development and engineering at Western University where she led construction, property and energy projects. Prior to joining Western, Saher was division head of new construction and major renovations for the Town of Oakville. A recognized expert in construction and engineering, she was the recipient of the Queen Elizabeth II Diamond Jubilee Medal for design and construction and received the Federation of Canadian Municipalities Community Sustainability Award in 2012. Saher received her undergraduate degree in civil engineering from the Aligarh Muslim University, her MASc in building engineering and management from the School of Planning and Architecture in India, her MBA from the Schulich School of Business, York University, and has completed the executive leadership and change management program at Harvard Business School.

Usha George, interim vice-president, research and innovation

Usha George has been appointed as interim vice-president, research and innovation, effective September 1, 2016. She served as acting vice-president, research and innovation from July 11, 2016. She takes on this new role immediately after completing her second term as dean of the Faculty of Community Services. She is an experienced and collaborative leader, and a distinguished scholar and researcher with a focus in the areas of newcomer settlement and integration, diversity and organizational change. As both a principal and co-investigator, she has received more than \$5 million in peer-reviewed research grants and close to \$8 million in sponsored research contracts. She has written more than 105 peer-reviewed publications and research reports.

Jennifer Grass, assistant vice-president, University Relations

Jennifer Grass started her role as assistant vice-president, University Relations on September 26, 2016. Jennifer joins Ryerson from the Council of Ontario Universities, where she was the senior director of communications and public affairs. Through her many years at COU, she has developed a deep understanding of the challenges and opportunities facing the university sector. She has provided strategic direction for marketing, communications and advocacy that have played a major role in ensuring government and the public understand the value of universities and the importance of supporting higher education. Jennifer is a former journalist with the Toronto Star, Financial Times of Canada, and the Financial Post.

Jennifer Mactavish, vice-provost and dean of the Yeates School of Graduate Studies

Jennifer Mactavish has been reappointed to a second term as vice-provost and dean of the Yeates School of Graduate Studies. During her first term, Jennifer oversaw the development and implementation of the Graduate School's first strategic plan which has led to a number of significant accomplishments. Jennifer is an internationally recognized scholar, researcher and award winning teacher. She has a leading-edge research agenda with local and international impact, and an extensive record of external research funding including seven awards from the Social Sciences and Humanities Research Council of Canada. She has been honoured with the International Paralympic Committee Scientific Achievement Award (2015) for her role in the re-inclusion of athletes with intellectual impairment into the Paralympic program, the Queen's Diamond Jubilee Medal and the Podium Award, Exceptional Research Contribution and Innovation in International Collaboration (2012).

Pamela Sugiman, dean, Faculty of Arts

Pamela Sugiman began her five-year term as dean, Faculty of Arts on July 1, 2016. Prior to this appointment, Pam has been chair of the Sociology Department since 2012, joining Ryerson in 2006 after holding a tenure-stream position for 15 years at McMaster University. Pam has held several other leadership positions including president of the Canadian Sociological Association, director on the national executive board of the National Association of Japanese Canadians, and an elected faculty representative on the Ryerson University Board of Governors. Her commitment to issues of social justice, equity, diversity and inclusion are a reflection of her personal values and have profoundly shaped her scholarly interests. Pam completed her PhD, MA, and BA studies at the University of Toronto.

A New Academic Year – Ryerson is already on track to have an exciting year in 2016-17, hosting Congress 2017 and welcoming over 9000 humanities and social science scholars, policy makers and practitioners to our city and campus next year – inspired by Canada 150. We look forward to continuing to work together on advancing the Ryerson experience.

ABC 2016 – Four members of the Ryerson community – Akua Benjamin (Social Work), Jennifer Clarke (Social Work), Paulette Kelly (Fashion), and Carol Sutherland (Office of the Registrar) – were among the honorees celebrated at a gala marking the release of a ground-breaking and exceptional book, *100 Accomplished Black Canadian Women 2016*. An initiative conceptualized and led by the Hon. Dr. Jean Augustine, Dauna Jones-Simmonds, and Dr. Denise O’Neil-Green, the book features accomplished Black Canadian women from all walks of life whose unique pathways “contribute something heroic, in challenging the status quo, and tapping into something awe-inspiring and significant.”[see <http://www.100abcwomen.ca/>]

ACADEMIC DEVELOPMENT

New academic options starting in 2016-17 include:

Yeates School of Graduate Studies

- Biomedical Engineering (Master of Applied Science, Master of Engineering, PhD)
- Child and Youth Care (MA)
- Data Science and Analytics (MSc)
- Mathematical Modelling and Methods (PhD)
- Master of Engineering Innovation and Entrepreneurship (MEIE)

Faculty of Arts

- Language and Intercultural Relations (BA) - the first of its kind in Canada, the program explores the connection between language, identity, and behavior

The G. Raymond Chang School of Continuing Education

- The Certificate in Privacy, Access and Information Management, focusing on privacy governance and policy, information technology, and 21st century skills.

- The Certificate in Preparation for Practice in Canada for Internationally Educated Professionals in Nutrition (IEPN), to assist IEPNs to be academically prepared for practice-based training, a required component to become a Registered Dietitian (RD) in Ontario.

WELCOME

Virginia Hatchette joins Ryerson as Ontario Public Service (OPS) visiting fellow in the Department of Politics and Public Administration, returning to academia to collaborate in teaching, research and projects focused on public policy centred on inclusion and accessibility.

Duncan McCue, author, reporter, and host of CBC Radio's Cross-Country Checkup, has been appointed Rogers visiting journalist at the Ryerson School of Journalism. Recognized for excellence in investigative journalism relating to indigenous communities, the Anishinaabe member of the Chippewas of Georgina Island First Nation will collaborate on a new curriculum focused on indigenous issues in Canada.

APPOINTMENTS –

- *Charles Falzon*, dean of the Faculty of Communication and Design, has been appointed by The Hon. Mélanie Joly, Minister of Canadian Heritage, to the Expert Advisory Group assisting the *Canadian Content in a Digital World* consultation to ensure that cultural and creative industries remain drivers of innovation and a vibrant part of the Canadian economy.
- *Pawel Pralat* (Associate Chair Research, Department of Mathematics) has been appointed by The Fields Institute as Assistant Director of Industry Liaison for 2016-17, working to advance the collaborative environment for academic researchers and scientists in industry, including opportunities for graduate and postdoctoral researchers in the mathematical sciences.
- *Farrah Khan*, Co-ordinator of the Office of Sexual Violence Support and Education, has been appointed by The Honourable Patty Hajdu, Minister of Status of Women, to the advisory council supporting development of the Government of Canada Federal Strategy Against Gender-Based Violence through consultation on practices, prevention and programs.
- *Jean-Paul Boudreau*, former dean of the Faculty of Arts, has been appointed the inaugural Ryerson University special advisor and executive lead, social innovation. The role will provide leadership integrating academic and experiential models, developing engagement strategies, advancing academic and research networks, and expanding social innovation funding.
- *Gerd Hauck*, former dean of the Faculty of Communication & Design, has been appointed director of the Ryerson ESL Foundation Program (RESLFP), a new collaborative role focused on Ryerson diversity and the university's internationalization and recruitment strategy, and laying the groundwork for an ESL Institute at Ryerson.
- *Maria Gurevich* (Department of Psychology, director of the SHiFT lab) has been named Ryerson Fellow at Massey College for 2016/2017, providing interdisciplinary collaborative opportunities for SHiFT (Sexuality Hub: Integrating Feminist Theory) undergraduate and graduate researchers to study issues shaping conceptions of sexual and relational health.
- *Richard Lachman* (RTA School of Media) has been appointed Ryerson director of zone learning; and director of research development in the Faculty of Communication & Design. A Gemini award-winning producer and technology and creative consultant, his complementary roles will promote interdisciplinary project development in the creative industries, and foster academic student opportunity in advancing the Ryerson zone ecosystem.
- *Wendy Freeman* (School of Professional Communication) has been appointed the Ryerson director of e-Learning, bringing research strength and involvement in technology-enhanced teaching and learning to collaboration with innovative projects and initiatives at the university to advance the strategic plan for e-learning and move forward with its implementation.

- *John Paul Foxe*, member of the Learning and Teaching Office since 2010, has been appointed director of the Academic Integrity Office (AIO) to support the university's goal of developing and fostering a culture of academic integrity at Ryerson, in accordance with Senate Policy 60 and the academic plan.

CONGRATULATIONS

- The 7th annual *Canadian Lawyer's* Top 25 Most Influential issue recognized the leadership of three members of the Ryerson community in the Changemaker category: The Honourable Madam Justice Rosalie Silberman Abella (Doctor of Laws *honoris causa* '07), Supreme Court of Canada; Senator Murray Sinclair (Doctor of Laws *honoris causa* '13), Chair of the Truth and Reconciliation Commission of Canada; and Chris Bentley, executive director, Ryerson University Law Practice Program and Legal Innovation Zone.
- Alok Mukherjee, Distinguished Visiting Professor (Faculty of Arts) received the Emil Kolb Award for Excellence in Police Governance in August from the Canadian Association of Police Governance (CAPG) recognizing contributions and collaborative leadership.
- Laurie Petrou (RTA School of Media) is the inaugural winner of the Half the World Global Literati Award for *Sister of Mine*, competing with submissions from 59 countries; the new \$US 50,000 literary prize honours unpublished work featuring women as lead characters.
- Arnel Espanol, 2nd year Architectural Science, led a team of 1st and 2nd year students, with support from the [R]ed[U]x Lab, that won the People's Choice Award for the design of a food cart at The Stop's Night Market. Students from the Ryerson School of Interior Design have participated since the first Night Market in 2012, and this year contributed nine carts to the event which raised \$215,000 to support The Stop's community programs.
- RyeTAGA (Technical Association of the Graphic Arts) students and the School of Graphic Communications Management are the recipients of two Benny Awards from the Printing Industries of America (PIA) 2016 Premier Print Awards, the world's most prestigious international print competition – for the 2016 GMC Grad Book, and the RyeTAGA Journal.
- Jeff Chiu, 4th year Image Arts, is among the winners of the 2016 Aimia|AGO Photography Prize Scholarship honouring three full-time university students entering the final year of a bachelor's degree program in photography; selected from more than 100 applicants for his work exploring identity as a second-generation immigrant and what constitutes "home."
- The Chang School received the 2016 Award of Merit for Excellence and Innovation in the 'Integration of Technology in Instructional Design/Teaching and Learning' category from the Canadian Network for Innovation in Education (CNIE) for the design of the "Online Conflict Resolution in Community Services" course.
- Ryerson Financial Services won the open category in the Canadian Association of University Business Officers (CAUBO) Quality & Productivity Awards for 'RU Debt Free' – a financial literacy course taught by student mentors and completed by over 320 students to date.
- Ryerson won two Prix D'Excellence awards from the Canadian Council for the Advancement of Education (CCAEE): Communications, Government and Community Engagement (CGCE) and

the Faculty of Science won Gold in the Best Community Outreach Initiative category for the Science Rendezvous 2015 marketing campaign by the faculty and marketing officer Shirley Moore; and CGCE acting manager of media relations Johanna VanderMaas won Silver in the Best Issues/Crisis Management category for hitchBOT's 2015 American Adventure.

EXPERIENTIAL AND INTEGRATED LEARNING

Mushrooms in space – As part of the Faculty of Science outreach and enrichment program, Ryerson is the first Canadian university to take part in a unique program engaging students in space science. When the Mission 8 rocket was launched to the International Space Station in July, it carried a student experiment to test whether oyster mushrooms can be grown in space and serve as a food source for astronauts. The project was designed by Ryerson undergraduates Preet Kahlon, Francis Buguis, and Gemma Mancuso, and high school students Modlin Orange and Kugenthini Tharmakulasekaram from David and Mary Thomson Collegiate Institute. The impetus to participate came from 4th year biology student Nathan Battersby who proposed the idea in November 2014, and Ryerson was approved as a participant in March 2015. The competition held to select the project Ryerson would send into space also served as a mentorship program, with 130 Ryerson undergraduates competing in groups helping high school teams. The Student Spaceflight Experiments Program is run by the National Center for Earth and Space Science Education in the US and the Arthur C. Clarke Institute for Space Education internationally.

Edible Allan Gardens – For years, partner organizations around Allan Gardens have wanted to create a public garden with a special focus on edible plants and vegetables. This summer a Ryerson experiential learning project achieved that goal for the community. Supported by a grant from the Ryerson Learning and Teaching Office (LTO) obtained by professors Lesley Campbell and June Komisar, with Joe Nasr of the Ryerson Centre for Studies in Food Security as project advisor, the partnership brought together: the Garden District Residents Association and community members; project manager Alison Mackenzie from Building Roots, a non-profit community organization that works collaboratively to help neighbourhoods grow, cook, share and buy healthy food; the Toronto Parks Department donating materials and time; and the valuable advice of the staff and of Allan Gardens and superintendent Curtis Evoy. Volunteer graduate students led by master of architecture student Ashley Adams faced real-world design problems to procure materials, co-ordinate with several groups, deal with a budget and make cost-conscious decisions to achieve a hugely successful outcome celebrated by the community.

Ontario Science Centre – Twenty-one students from the New Media program at the RTA School of Media collaborated this summer with the Ontario Science Centre on “Bitmorph,” an immersive, interactive game conceptualized in the Advanced New Media Topics course taught by New Media professor David Bouchard. Partnering with the Centre on its goal of encouraging visitors to see more of the Centre and engage with science in a new way, students designed and constructed an experience that began with a card dispensed by a Bitmorph terminal. Each card contained a distinct code that, when scanned, revealed a creature on the screen – and morphed when taken and scanned at the other terminals distributed among the five major areas of the Centre. The partnership was sparked when representatives from the Science Centre saw Ryerson new media work at the 2015 TIFF digiPlayspace, and the Science Centre is looking into future experiential learning opportunities for Ryerson students to enhance public science education.

ECS in Nigeria – This summer, students from the Ryerson Early Childhood Studies program spent five weeks in Nigeria working with the Early Childhood Development Initiative (ECDI). Patricia Falope (MA Early Childhood Studies '07) CEO of ECDI, approached Ryerson about partnering to help develop and research a Nigeria-based Early Learning Centre. The trip was also sparked by a major innovation in the Nigerian education system: its first pre-primary curriculum. Students worked at two centres for infants and toddlers guided by Kathleen Peets, Early Childhood Studies professor. The visit began with an observation stage, meeting with teachers and caregivers, and then integrating with them over the five weeks. Students gained first-hand early childhood experience, and graduate students had immersive research-based learning for their master's research projects. The recent developments in Nigeria's education system gave students a chance to see change in action, and to contribute to the discussion with stakeholders in a real position to make decisions with the Ministry of Education. The collaboration between ECDI and Ryerson provided a valuable experiential learning opportunity for Ryerson students and contributed to the work of ECDI with research results and shared strategies for educators.

Neighbourhood Outreach – A groundbreaking pilot project this summer partnered Ryerson and the Downtown Yonge BIA in providing information for people in need. The Downtown Toronto Drop-In Resource booklet, developed with the help of two student researchers from the Faculty of Community Services and the Ted Rogers School of Management, includes a list of 20 drop-in agencies within 1.8 kilometres of Yonge and Dundas, with the services they provide and their hours of operation. A map featuring main streets and landmarks makes it easy to find the locations, and a legend accompanying the map shows what is available at each location, including food, health services, showers, laundry facilities, a clothing bank and beds. The information also directs those in need to service agencies that cater to specific demographics, such as the Toronto Council Fire Native Cultural Centre for First Nations Canadians, the Evergreen Centre for Street Youth for young men and women living on the streets, the 519 for members of the lesbian gay bi transgender and queer (LGBTQ) community, and women-only resources. The Downtown Yonge BIA distributed the booklets to its members throughout the neighbourhood and offered Ryerson students the opportunity to engage with the city as their classroom and make a difference in the lives of others.

TPS Open Data Strategy – On July 20th the Toronto Police Service announced the Public Safety Open Data Competition for Ryerson students – that will partner members of the Toronto Police Service with zone learning teams, using the Service's open data to create solutions to public safety issues. The results will become a cornerstone for the Service's Open Data Strategy going forward. This initiative, the first in Canada where a police service has jointly hosted an open data competition with an educational institution, responds to recommendations in the TPS Transformational Task Force Interim Report, specifically recommendation #17 on the need to invest in modern technology for access to information and tools that communities can use to improve neighbourhood safety. This initiative builds on the ongoing collaboration between the TPS and the Ryerson Department of Geography and Environmental Studies. For several years, Ryerson Geographic Analysis students have had course work focused on projects with the TPS as well as student internship positions providing practical work experience, with numerous innovative reports and mapping tools developed as part of this collaboration.

PARTNERSHIP

J-Lab @ Wits University – The Johannesburg Centre for Software Excellence (JCSE) and the University of the Witwatersrand announced in July that a partnership with the Ryerson School of Journalism and Journalists for Human Rights (JHR) is being formed to launch a new startup incubator aimed at entrepreneurs trying to find sustainable models for media in Africa in the digital age. The Future of Journalism Lab, or J-Lab, will be based in the Tshimologong Precinct in Braamfontein, Johannesburg, and modelled on the Transmedia Zone at Ryerson, following a skills and knowledge sharing partnership with Ryerson and the Mumbai Stock Exchange over the past year. In the face of challenges worldwide for traditional media, the goal is to be a catalyst that will help launch sustainable ventures by giving talented and innovative young thinkers coming out of South Africa's universities access to knowledge and structures to build their own businesses and create their own jobs.

MOU with Mexico – Following Mexican president Enrique Peña Nieto's trip to Ottawa for the North American Leaders' Summit in June, Ryerson and the DMZ have signed a Memorandum of Understanding (MoU) with ProMexico, the federal government agency responsible for helping Mexican companies go global, and LatAm Startups, a non-profit that helps Latin American startups scale their businesses. The MoU will provide a framework to coordinate joint ventures and maximize international opportunities for entrepreneurs, based on the Summit theme of creating a more integrated and globally competitive North American economy. The MoU with ProMexico and LatAm Startups also contributes to the DMZ mission to provide entrepreneurs 'borderless innovation' by connecting them with mentors, investors and customers internationally.

THE ACADEMIC YEAR AHEAD

2016 – 2017



**Ryerson
University**

Chris Evans
Interim Provost and Vice President Academic
Ryerson University
Board of Governors
September 2016

Student Numbers for the Academic Year: 2016 – 2017

Undergraduate

- **71,000** applications for first-year spaces in four-year undergraduate programs: a ratio of **8:1** for available spaces and a **2.8% increase** over last year.
- **34,200** undergraduates, a **4% increase** over last year.
- The mean of the entering average for new students coming from secondary schools was **84.4%**, a **0.6%** increase over last year.

Graduate

- **6,000** applications and **2,300** students registered, a **3.9%** increase over last year.

Total graduate and undergraduate headcount: 45,000

Administrative Appointments and New Hires

Administrative appointments

Director, Zone Learning:



Richard Lachman

Director, ESL Foundation Program:



Gerd Hauck

Director, e-Learning:



Wendy Freeman

Special advisor and executive lead, social innovation:



Jean-Paul Boudreau

53 new faculty members in 2016

Academic Initiatives

New programs (fall 2016)

Undergraduate

- Language and Intercultural Relations

Graduate

- Child & Youth Care
- Data Science & Analytics
- Engineering Innovation and Entrepreneurship
- Biomedical Engineering
- Mathematical Modelling & Methods

plus

- New double majors in Arts

In the pipeline...

MA in Criminology and Social Justice

E-Learning

New director: Wendy Freeman

Looking ahead

- Open educational resources (eCampusOntario)
- Fully online learning
- Blended learning for our students (flipped classrooms and other methods)

Academic Initiatives

Zone Learning

New director: Richard Lachman

1) Integration of Zone Learning

- Curriculum connections
- Innovation ecosystem
- Connections between Zones

2) Zone Learning Methodology

- Stakeholder interviews
- Research/publications
- Zone programming

3) Sustainability

- Funding sources
- Staffing/workload
- Zone stories to promote growth

DMZ Advisory Council

Purpose: to connect the DMZ to the business community and to orient the DMZ toward addressing societal needs.

Members: President, DMZ Director, 15-20 external senior executives and professionals.

Launch: September 28, 2016

Academic Initiatives

Experiential Learning (EL)

Responding to the Ontario Government's 2016 Expert Panel

- Metrics, targets, and “differentiation”
- Sean Conway, Chair, Highly Skilled Workforce Strategy Expert Panel to be engaged

Role of the Experiential Learning Office (ELO)

- Coordinating EL across campus and setting expectations

“Expanding experiential learning opportunities is critical to success in the area of skills development.”

-- Premier's Highly Skilled Workforce Expert Panel (2016)

Engagement with Student Priorities

Budget – involving the student union (RSU) in the process.

Three areas of collaboration:

1. Enhanced communication
2. A review of bursaries and scholarships to identify gaps (e.g., support for commuting students)
3. greater clarity around paid/unpaid internships.



Congress of the Humanities and Social Sciences 2017: “From Far & Wide: The Next 150”

May 27 to June 2, 2017

- 70 conferences
- 9,000 – 10,000 delegates
- 5,400 research papers
- 244 rooms needed on peak day

Opportunities for Ryerson

- Showcase our campus and research
- Legacy projects
- \$100,000 if 10,000 delegates

Town Hall Meetings

Oct 27 & Nov 17

POD 250 *or* JOR foyer

Call out

500+ volunteer and
120+ contract positions

Planning Meeting

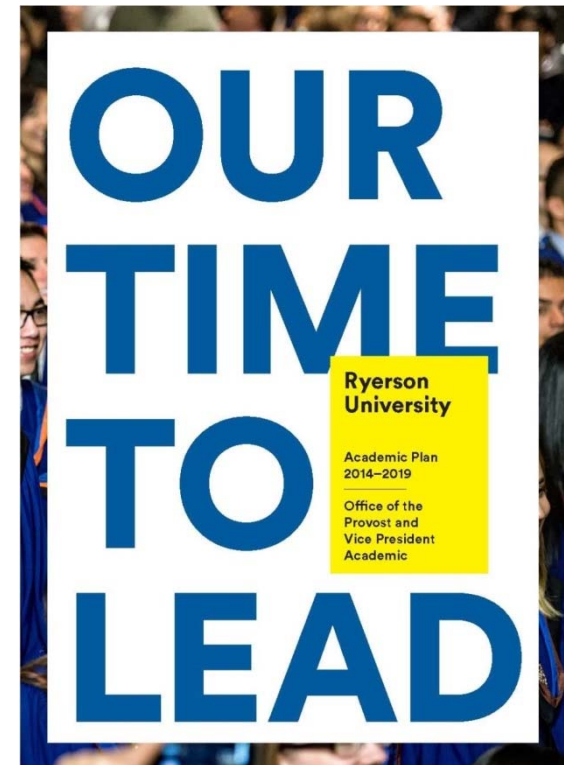
Sept 27 – 29

Our Time to Lead: Priorities at Work

2014/15 – 3 Zones, Student Learning Centre launched, Law Practice Program, \$2m grant for student entrepreneurship, 38 international agreements signed, new graduate funding model.

2015/16 – 3 Zones, WE Day, DMZ ranked #3 business incubator (global), Office of Sexual Violence Support and Education, two major awards from NSERC (\$5m) and SSHRC (\$2.5m).

2016/17 – Congress 2017, Science Discovery Zone, Ryerson Lab at MaRS, Diversity Self-ID report, Future of Journalism Lab, Music Den, Architectural Science studios, exploring the feasibility of a Law School.





BOARD OF GOVERNORS MEETING
September 28, 2016

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, 2016, prepared by the Plan's actuary, Willis Towers Watson.

1. Assumptions

At the June 23, 2016 meeting, both the ERPC and the Board of Governors approved changes to the going concern assumptions including changing the inflation assumption from 2.25% to 2%, and an update to the future commuted value basis, including an update to the mortality table. These changes resulted in an increase in liabilities of \$6.7M.

2. Valuation Results

Two types of valuations are required. A going concern valuation assumes the plan will continue indefinitely, assumptions are long term, and deficits are amortized over 15 years. A solvency or windup valuation assumes the plan stops operating on the valuation date and tests whether the plan has sufficient assets to pay all benefits that have been earned by members up to that date. Solvency assumptions are market based and determined by regulators and deficits are amortized over 5 years.

The surplus on a going concern basis stands at \$11M and the funded ratio is 101%.

As reported at the June 23 ERPC meeting, on a solvency basis, there is an \$18M deficit at January 1, 2016. This is primarily due to the change in solvency assumptions – a decrease in the discount rate for Commuted Value (CV) transfers and new mortality assumptions for CV transfers. Solvency assumptions are prescribed by the Canadian Institute of Actuaries and cannot be modified.

3. Filing the Valuation

Valuation reports are required to be filed with the regulators (the Canada Revenue Agency and the Financial Services Commission of Ontario) at least every three years. Ryerson filed a valuation report in 2015 so the next required filing would be in 2018.

If a plan has a solvency deficit and the valuation report is filed with the regulators, special payments to fund the deficit are required. The special payments can be amortized over 5 years starting 1 year after the valuation filing date. If the 2016 valuation report is filed, annual payments of \$4.1m (including interest), payable in monthly installments, will be required starting January 1, 2017 to fund the \$18M solvency deficit.

The attached presentation from WTW outlines the relevant considerations in making this determination. Based on these factors, it is recommended that the 2016 valuation report be filed with the regulatory authorities.

4. Financial Sustainability of the Plan

Over the summer the University has been working with Willis Towers Watson (WTW) to review additional financial modeling scenarios and the various risk mitigation strategies available including plan design changes, funding policies and investment strategies. Plan design change is the most obvious risk mitigating option at this time. Discussions with the Joint Pension Committee in this regard have been initiated.

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, 2015 valuation.

COMMUNICATIONS STRATEGY: An internal communications strategy will be developed over in the next month.

PREPARED BY:

Name Christina Sass-Kortsak, Assistant Vice President Human Resources
Date September 14, 2016

APPROVED BY:

Name Janice Winton, Vice President Administration & Finance
Date September 14, 2016

Ryerson Retirement Pension Plan

Meeting of the Board of Governors

September 28, 2016



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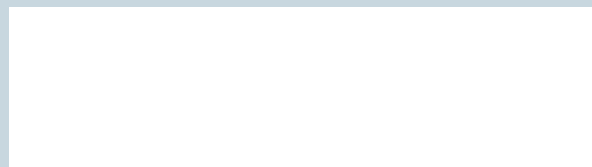
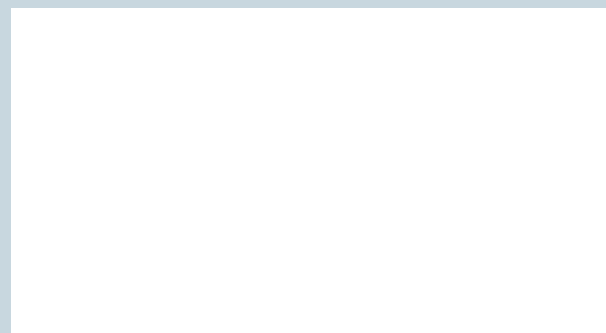
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Willis Towers Watson 

Agenda

- Recap of January 1, 2016 Valuation Results
- Recommendation Regarding Filing of January 1, 2016 Funding Report
- Review Financial Sustainability of the Plan
- Potential Mitigating Actions to Consider

Recap of January 1, 2016 Valuation Results



Types of Valuations

Going Concern = Continues Indefinitely

- Assumptions are long-term in nature, with some margin for conservatism
- Liability depends on cost methodology
- Allows smoothing of assets
- Deficits amortized over 15 years (paid by the employer)

Solvency or Windup = Terminates at Valuation Date

- Assumptions are market-based and mostly determined by regulations (e.g., discount rate determined based on government bond yields)
- Solvency allows smoothing of assets and discount rates
- Solvency deficits amortized over 5 years (paid by the employer)
- Solvency allows exclusion of certain benefits for funding (e.g., indexation) which are included in windup

Going Concern Valuation Results

<i>(in thousands)</i>	Jan 1, 2014	Jan 1, 2015	Jan 1, 2016
<i>Status of Valuation</i>	<i>Filed</i>	<i>Filed</i>	<i>Final</i>
Smoothed Market Value of Assets	\$ 930,300	\$ 1,004,973	\$ 1,073,813
Accrued liabilities for:			
▪ Active members	\$ 507,377	\$ 549,104	\$ 588,837
▪ Pensioners and beneficiaries	388,923	415,709	432,186
▪ Deferred pensioners	<u>29,432</u>	<u>32,213</u>	<u>41,697</u>
Total Accrued Liabilities	\$ 925,732	\$ 997,026	\$1,062,720
Surplus	\$ 4,568	\$ 7,947	\$ 11,093
Funded Ratio	100%	101%	101%

Solvency and Wind-up Valuation Results

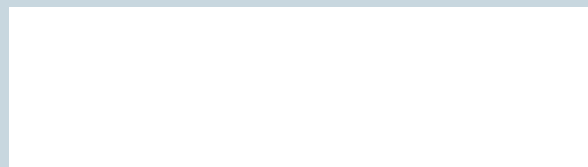
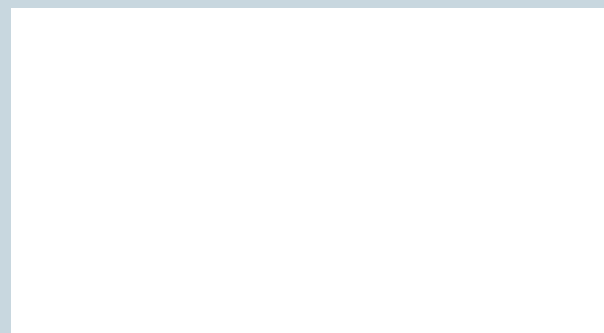
<i>in \$ thousands</i>	Jan 1, 2014	Jan 1, 2015	Jan 1, 2016
Wind-up assets - unsmoothed*	933,624	1,029,127	1,099,407
Wind-up liabilities	(1,235,015)	(1,464,539)	(1,612,336)
Wind-up surplus/(deficit)	(301,391)	(435,412)	(512,929)
Adjustments for			
▪ Removal of indexing	367,774	416,677	440,592
Solvency excess/(deficit)	66,383	(18,735)	(72,337)
Adjustments for			
▪ Asset smoothing	(4,099)	(24,929)	(26,369)
▪ Liability smoothing	4,025	83,554	80,411
Smoothed Solvency excess/(deficit)	66,309	39,890	(18,295)
Transfer ratio	0.757	0.703	0.682
Solvency ratio	1.077	0.983	0.939
Smoothed solvency ratio	1.077	1.041	0.984

**Reflects \$775,000 reserve for windup expenses*

Valuation Observations

- There is a \$11M going concern surplus at January 1, 2016
 - No going concern special payments required
- There is an \$18M smoothed solvency deficit at January 1, 2016
 - Amortization payments of \$4.1M per year (payable monthly) for 5 years starting in 2017 are required if the valuation is filed
- Unsmoothed solvency deficit of \$72M is significantly greater than the smoothed solvency deficit of \$18M, so unless discount rates increase or the Plan is able to have excess fund returns, these extra losses are expected to work their way into future solvency funding requirements over time
- Solvency ratio is greater than 85%, so if January 1, 2016 valuation report were filed, the next required valuation would be required to be filed with an effective date on or before January 1, 2019

Recommendation Regarding Filing of January 1, 2016 Valuation Report



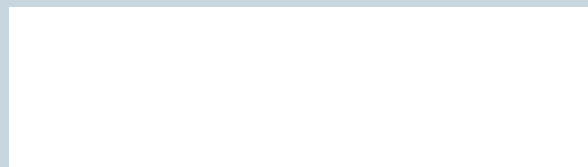
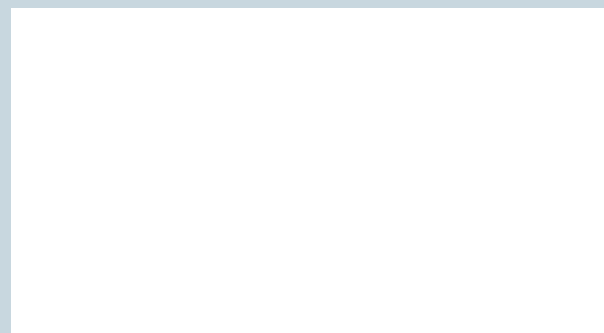
Considerations Regarding Decision to File January 1, 2016 Valuation

Decision	Do Not File January 1, 2016 Report	File January 1, 2016 Report
Advantages	<ul style="list-style-type: none"> No special payments required for 2016 to 2018 	<ul style="list-style-type: none"> Timing for next required report extended by additional year (to January 1, 2019) Additional funding will help improve funded position before next valuation Allows additional year (2018) to implement changes (plan design, investment strategy) to mitigate impact of changes to Ontario funding requirements Continues commitment to file annually Filing a report with a small deficit could help with future discussions related to plan design changes and plan sustainability
Disadvantages	<ul style="list-style-type: none"> Next valuation filing not extended additional year Risk of potentially higher solvency special payments in next report filed depending on timing/effect of government review/update to existing solvency funding rules Would be a change in the historical practice of filing annually 	<ul style="list-style-type: none"> Additional employer contributions required May lead to higher special payments than what may be required following future changes to solvency funding regime
Estimated Special Payments	<ul style="list-style-type: none"> 2016 – \$0 2017 – \$0 2018 – \$0 <p>Any deficit identified in the 1.1.18 valuation would be amortized starting 1.1.19</p>	<ul style="list-style-type: none"> 2016 – \$0 2017 – \$4.1M 2018 – \$4.1M <p>If the January 1, 2017 valuation has a surplus on a going concern and smoothed solvency basis, could file the valuation early and stop contributing</p>

Recommendation Regarding Filing of January 1, 2016 Valuation

- It is recommended that the January 1, 2016 valuation report be filed
 - Forces a down-payment for what may unfold in the future
 - Provides an extra year (2018) to explore options to enhance the Plan's sustainability
 - Decision to file has little long-term impact on Plan's sustainability but does help funded status in the shorter term
 - Influenced by two Ministry of Finance reviews: ongoing changes ("Marshall Review" of solvency regime) and short term solvency relief
 - Ryerson will be making a submission regarding the Marshall Review consultation paper by the September 30th deadline
 - Ryerson has made a separate submission, by the September 9th deadline, encouraging the Ministry to consider extending solvency funding relief to plans that are just starting to face solvency deficits
 - If plan develops experience gains, can file a subsequent valuation report early, to enable deficit contributions to reduce/cease
- Management supports the recommendation to file the January 1, 2016 valuation

Financial Sustainability of the Plan



Estimated Going Concern Position at January 1, 2017

Potential surplus/deficit based on alternative discount rate and asset return scenarios

\$millions	Discount Rate	
Asset Returns	-0.25%	Current
Pessimistic estimate	(39)	25
Best estimate	(35)	29
Optimistic estimate	(31)	32

- Best estimate position has improved from estimated surplus of \$22M presented at the June ERPC meeting due to year-to-date asset returns being greater than the assumed returns under each scenario
- Estimated surplus/(deficit) reflects smoothing of asset values over 5 years
- Best estimate asset returns reflect actual return to June 30, 2016, FPX Growth index return for July 2016 and 50th percentile gross nominal returns thereafter based on WTW modeling of the OMERS long term asset mix from April. Pessimistic and Optimistic estimated returns reflect 25th and 75th percentile returns, respectively
- Above estimates assume no additional contributions are made in 2016 and are based on January 1, 2016 valuation data
- Actual asset and liability experience different than assumed will result in gains/losses not captured in these estimates

Going Concern Funded Status Observations

- Going concern valuation results typically less volatile than solvency due to long-term assumptions
 - Deficits funded over 15 years
- The going concern position will likely stay just above 100% as at January 1, 2017
 - Provided there are no changes to the discount rate
- Significant deficit could materialize if discount rate was to decrease
- Potential range of going concern surplus/deficit as at January 1, 2022
 - In best case scenarios, rising interest rates and asset returns exceeding long term going concern discount rate, due to margin built into the discount rate, would lead to expectation of large surplus in future years
 - In worst case scenarios, low interest returns and poor asset returns would lead to deficits

Estimated Smoothed Solvency Position at January 1, 2017

Potential surplus/deficit based on alternative discount rate and asset return scenarios

Results based on June 2016 discount rates (as presented to the ERPC)

\$millions	Discount Rates		
Asset Returns	-0.25%	Current	+0.25%
Pessimistic estimate	(10.4)	(4.0)	4.2
Best estimate	(3.6)	4.5	11.9
Optimistic estimate	3.8	11.0	18.3

Results based on August 2016 discount rates

\$millions	Discount Rate		
Asset Returns	-0.25%	Current	+0.25%
Pessimistic estimate	(10.1)	(6.7)	4.7
Best estimate	(6.1)	(2.8)	8.7
Optimistic estimate	(2.5)	(0.8)	12.2

Estimated Smoothed Solvency Position at January 1, 2017

Potential surplus/deficit based on alternative discount rate and asset return scenarios

- Best estimate position has reduced from estimated surplus of \$4.5M presented at the June ERPC meeting due to a decline in interest rates since June
- Estimated surplus/(deficit) on a smoothed solvency basis reflects 5 year averaging of discount rates and smoothing of asset values over 5 years
- Current discount rates reflect actual 2013-2016 rates and estimated 2017 rates. The 2017 rates were assumed to be equal to the August 2016 commuted value rates and August 1, 2016 annuity purchase rate
- Best estimate asset returns reflect actual return to June 30, 2016, FPX Growth index return for July 2016 and 50th percentile gross nominal returns thereafter based on WTW modeling of the OMERS long term asset mix from April. Pessimistic and Optimistic estimated returns reflect 25th and 75th percentile returns, respectively
- Above estimates assume no additional contributions are made in 2016 and are based on January 1, 2016 valuation data. Actual experience different than assumed will result in gains/losses not captured in these estimates

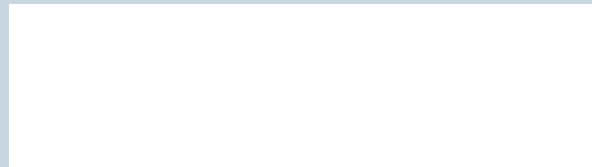
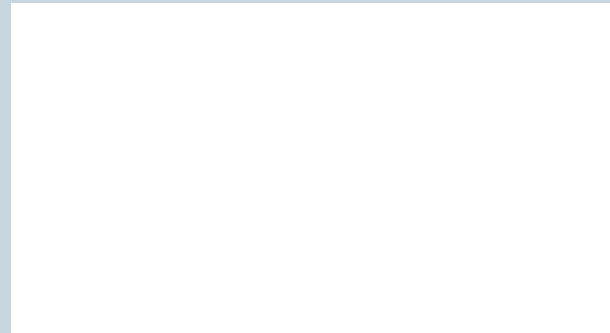
Solvency Funded Status Observations

- Solvency valuation requires higher level of funding in current economic conditions compared to going concern
- The smoothed solvency position estimated to range from 10.1M deficit to 12.2M surplus as at January 1, 2017
- Potential range of smoothed solvency surplus/deficit as at January 1, 2022:
 - In best case scenarios, expect that asset returns will exceed solvency discount rates and expect significant rise in solvency discount rates, leading to large potential solvency surplus
 - In worst case scenarios, large deficits could arise due to low discount rates and poor asset returns
 - Clearly, solvency funding is a major concern

Overall Considerations

- Increasingly it is now believed that the current low interest rate environment will continue for much longer
 - Significant risk to going concern and especially solvency funding
 - Results in a clear and present risk to Plan sustainability
- Lower expected returns and lower going concern discount rate would lead to higher contributions
- Further reductions in interest rates, combined with enforced solvency funding, may create a burning platform to make changes now to mitigate future risks
- Funding framework in Ontario currently under review (“Marshall Review”)
 - Impacts January 1, 2018 valuation and beyond
 - Could potentially have a major impact on future funding of the Plan
 - Potential elimination of solvency funding, and replacement by more stringent going concern funding, may also help to create burning platform for change
- The sky is not falling but Plan is on the edge
 - Past strategies were successful in prior eras
 - New reality is that mitigating action is becoming more imperative
 - Many other plans are reviewing plan design versus funding policy versus investment policy

Potential Mitigating Actions to Consider



Potential Mitigating Actions to Consider

Plan Design

- 50/50 cost sharing principle in place
 - \$18M solvency deficit would result in \$4.1M of required amortization payments, if filed
- If plan design changes are contemplated
 - Only allowed to change benefits accruing in the future
 - Changes would need to be negotiated and be inter-generationally equitable
 - Could limit to changing of particular benefits (e.g., early retirement subsidies)
 - “Conditional indexing” has been used successfully by some public sector plans to mitigate risk
- Watch the strategies unfolding from other Ontario universities
- CPP expansion will eventually lead to decision needed regarding whether/how to integrate via Plan design changes

Potential Mitigating Actions to Consider

Funding Policy

- Power of potential new actuarial techniques is far outweighed by potential impact of Ontario's funding framework review ("Marshall Review") which may lead to changes effective as early as July 1, 2017
 - Elimination of solvency funding, and replacement by more stringent going concern funding, may create a significant going concern deficit and increase contribution requirements
 - Ryerson needs to influence outcome of Ontario's review by submitting input on Ontario's consultation paper
 - Deadline to submit is September 30th
 - Unlikely to know Ontario's expected direction before the end of 2016
- Solvency funding relief being considered for Ontario broader public sector plans in difficulty
 - Currently these measures are not including plans like Ryerson
 - Ryerson submitted a letter encouraging the Ministry to consider extending solvency funding relief to plans that are just starting to face solvency deficits
 - Deadline to submit was September 9th

Potential Mitigating Actions to Consider

Investment Strategy

- Most other plans mitigate risk through investment strategy before using plan design changes
- Ryerson's assets are invested in the OMERS fund
 - Actual investment strategy is determined by OMERS
 - Potentially could direct future contributions to a fund (e.g., fixed income) managed separately by Ryerson, to create a gradual change to asset mix
 - Plan design is the more obvious risk mitigating option at this time
- May be useful to eventually review investment strategy once other avenues are in progress
 - Initial modeling has been conducted to enhance understanding of impact of investment strategy on cost and risk

Next Steps

- Confirm that recommendation to file January 1, 2016 valuation report is approved
 - File formal report by September 30th
- Prepare submission to the Ministry with respect to Ontario's funding framework review ("Marshall Review") by September 30th
- Finance, HR, Willis Towers Watson and external legal counsel will work together to further explore Plan sustainability and mitigating actions
 - Continue modeling pension design changes and discussions with Joint Pension Committee

Appendices

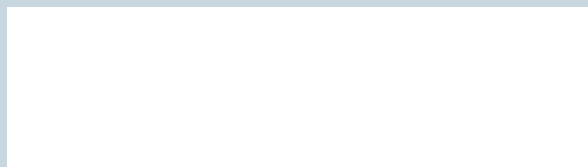
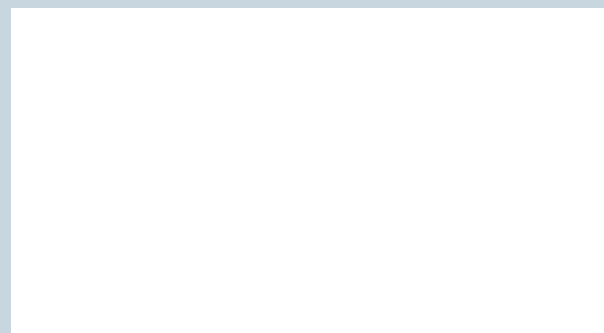


Exhibit 1 - Going Concern Gain and Loss Analysis - Final

<i>(in thousands)</i>	2013	2014	2015
<i>Status of Valuation</i>	<i>Filed</i>	<i>Filed</i>	<i>Final</i>
Surplus Beginning of Year (January 1)	\$ 17,404	\$ 4,568	\$ 7,947
▪ Interest on surplus (at discount rate)	1,123	297	517
▪ Assumption/method changes	(26,481)	(11,221)	(6,760) ¹
▪ 'Return' on smoothed asset value different than discount rate	12,835	13,264	2,872
▪ Salary increases (higher)/lower than assumed	728	(337)	1,273
▪ Retirement experience	(547)	218	154
▪ Other experience factors	<u>(494)</u>	<u>1,158</u>	<u>5,089²</u>
Surplus End of Year (December 31)	\$ 4,568	\$ 7,947	\$ 11,092

¹ Assumption changes include updating the basis for commuted values (2.5M loss) and the changing the inflation assumption from 2.25% p.a. to 2% p.a. (4.2M loss)

² Primarily due to actual indexation being less than assumed and mortality gains

Exhibit 2 - Reconciliation of Smoothed Solvency Funded Position as at January 1, 2016

(in thousands)

<i>Status of Valuation</i>	<i>Final</i>
Surplus/(Deficit) as at January 1, 2015	\$ 39,890
▪ Expected development	(22,495)
▪ Asset experience	42,580
▪ Assumption changes	(62,079) ¹
▪ Other experience	<u>(16,191)²</u>
Surplus/(Deficit) as at January 1, 2016	\$ (18,295)

¹ Primarily due to change in mortality from UP94 (fully generation) to CPM combined (fully generational)

² Includes salary and demographic experience different than assumed

Exhibit 3 - Membership Data Summary

	<u>January 1, 2015</u>	<u>January 1, 2016</u>
Active members:		
▪ Number	2,241	2,316
▪ Average age	47.3	47.3
▪ Average credited service	9.8	10.2
▪ Annual payroll	\$ 221,295,772	\$ 232,409,444
▪ Average pay rate	\$ 98,749	\$ 100,872

Exhibit 3 - Membership Data Summary (*cont'd*)

	<u>January 1, 2015</u>	<u>January 1, 2016</u>
Deferred Pensioners:		
▪ Number	360	367
▪ Average age	50.3	51.2
▪ Total lifetime annual pension	\$ 3,051,938	\$ 3,677,408
▪ Average lifetime annual pension	\$ 8,478	\$ 10,020
Retired members and beneficiaries:		
▪ Number	955	993
▪ Average age	74.0	74.2
▪ Total lifetime annual pension	\$ 32,800,207	\$ 34,507,796
▪ Average lifetime annual pension	\$ 34,346	\$ 34,751

Exhibit 3 - Membership Data Reconciliation

	Active	Deferred Pensioner	Member Pensioner	Survivor Pensioner	Total	Outstanding Payments
As at January 1, 2015	2,241	360	840	115	3,556	72
▪ New members/rehires	211	(1)			210	
▪ Terminated – elected a deferred pension	(36)	36			0	
▪ Terminated – elected a lump sum	(17)	(20)			(37)	(16)
▪ Terminated – with lump sum outstanding payment	(28)	(1)			(29)	29
▪ Retired	(51)	(7)	58		0	
▪ Died – without survivor pension			(6)	(12)	(18)	
▪ Died – with survivor pension			(11)	11	0	
▪ Died – lump sum paid	(4)		(2)		(6)	1
▪ Data Corrections			1		1	3
▪ Net change	<u>75</u>	<u>7</u>	<u>40</u>	<u>(1)</u>	<u>121</u>	<u>17</u>
As at January 1, 2016	2,316	367	880	114	3,677	89

Exhibit 4 - Summary of Key Assumptions

Long Term Economic Assumptions

	January 1, 2015 (filed)	January 1, 2016
A) Inflation rate	2.25%	2.00% (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%	6.25% (C)
D) YMPE increases	Inflation + 0.75%	Inflation + 0.75% (BE)
E) Salary increases	Inflation + 1.50%	Inflation + 1.50% (BE)

(BE) WTW considers the assumption a best estimate

(C) WTW considers the assumption to be conservative

Exhibit 4 - Summary of Key Assumptions (*cont'd*)

Long Term Demographic Assumptions

	January 1, 2015 (filed)	January 1, 2016
	Current CIA basis for calculating CVs	Same methodology
F) Future commuted value basis	Disc rate: 1.3% 1st 10 yrs then 1.6% Mortality: UP94@2014G	Disc rate: 1.2% 1st 10 yrs then 1.7% Mortality: CPM2014@2015G
G) Retirement for active members	5% at each age before earliest unreduced retirement age (EUR A), 20% at EUR A, 10% at each age after EUR A, 100% at age 65	Same
H) Mortality	CPM2014 Public Table with generational mortality improvement and pension size adjustment	Same
I) Withdrawal	Age- and gender-specific rates	Same

TW considers all of the above assumptions to be best estimates

Exhibit 4 - Summary of Key Assumptions (*cont'd*)

Methods

	January 1, 2015 (Filed)	January 1, 2016
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	3% of future contributions	Same

Exhibit 4 - Summary of Key Assumptions (*cont'd*)

Key Solvency Assumptions

	January 1, 2015 (filed)	January 1, 2016
A) Unsmoothed Discount Rates		
- Annuity Purchase	2.50%	3.00%
- Commuted Value	2.40% for 10 years, 3.70% thereafter	1.90% for 10 years, 3.60% thereafter
B) Smoothed Discount Rates		
- Annuity Purchase	3.42%	3.67%
- Commuted Value	2.80% for 10 years, 4.20% thereafter	2.50% for 10 years, 3.90% thereafter
C) Windup Discount Rates		
- Annuity Purchase	-0.58%	-0.05%
- Commuted Value	1.30% for 10 years, 1.60% thereafter	1.20% for 10 years, 1.70% thereafter

Exhibit 4 - Summary of Key Assumptions (*cont'd*)

Key Solvency Assumptions

	January 1, 2015 (filed)	January 1, 2016
D) Mortality	UP94 projected generationally	CPM2014 Combined Table with generational mortality improvement
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 5 - Asset Reconciliation *(in thousands)*

Market Value of Assets as at January 1, 2015 ¹	\$	1,029,902
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Receipts:

▪ Contributions			
– University service cost	\$	18,579	
– University other contributions		419	
– Members' required contributions		18,426	
– Members' other contributions		395	
– Transfers-in		<u>2,473</u>	\$ 40,292
▪ Investment return			<u>75,766</u>
▪ Total receipts			\$ 116,058

Disbursements:

▪ Benefit payments:			
– Pension payments	\$	34,006	
– Lump sum settlements		<u>5,653</u>	\$ 39,659
▪ Investment expenses			5,011
▪ Non-investment expenses			<u>1,108</u>
▪ Total disbursements			\$ 45,778

Market Value of Assets as at January 1, 2016	\$	1,100,182
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¹ Includes \$1.2 million receivable for commuted value repayments

Exhibit 6 — Actuarial Opinion

Purpose

This presentation has been prepared for the internal use of Ryerson University and presents the preliminary results of the January 1, 2016 going concern and solvency/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 Willis 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 Willis 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, 2015 valuation report filed with the Financial Services Commission of Ontario and Canada Revenue Agency.

Future financial positions

Future 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 6 — Actuarial Opinion

Actuarial Opinion

In our opinion, for the purposes of summarizing the preliminary results of the January 1, 2016 going concern and solvency/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
August 29, 2016

DRAFT RESOLUTION

RE: ACTUARIAL VALUATIONS: January 1, 2016

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, 2016, be approved and filed with the regulatory authorities by September 30, 2016.

September 28, 2016



BOARD OF GOVERNORS MEETING
September 28, 2016

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 Willis Towers Watson be appointed as Actuary for the RRPP for the January 1, 2017 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 Willis Towers Watson prepare annual valuation reports, including preliminary results, analysis of assumption changes, and presentations, at a cost of approximately \$62,000 each year.

Willis 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 14, 2016

APPROVED BY:

Name Janice Winton, Vice President Administration & Finance
Date September 14, 2016

RESOLUTION

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

BE IT AND IT IS HEREBY RESOLVED:

THAT Towers Watson be approved for retention as Actuary for the Ryerson Retirement Pension Plan (RRPP) for the calendar year 2017.

September 28, 2016



BOARD OF GOVERNORS
June 23, 2016
Jorgenson Hall – JOR 1410
380 Victoria Street
12:15 p.m. to 2:00 p.m.

Minutes of a meeting of the Board of Governors of Ryerson University (the “University”) held on Thursday, June 23, 2016 at 2:30 to 4:00 p.m. in Jorgenson Hall, JOR-1410.

ATTENDANCE:

Present: J. Fukakusa (Chair), M. Maheux (Vice Chair), M. Al Zaibak, L. Amleh, M. Lachemi, J. Austin, C-A Bissonnette, L. Bloomberg, M. Frazer, C. Hilken, J. Machado, C. McGee, A. Saloojee, S. Sinha, A. Snobar, D. Sookram, T. Staffieri, P. Sugiman, R. Traill

Regrets: H. Van Dyk

Board Secretariat:

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

Others Attending

C. Evans, Interim Provost and Vice President Academic
J. Winton, Vice President, Administration & Finance
R. Frankle, Interim Vice President University Advancement
J. McKee, Chief Financial Officer
P. Stenton, Deputy Provost and Vice Provost University Planning
E. McGinn, Assistant Vice-President, Communications, Government and Community Engagement
D. O’Neil Green, Assistant Vice-President/Vice-Provost Equity, Diversity, & Inclusion
A. Casey, Interim Executive Director, Office of the President
W. Cukier, Vice President Research and Innovation
M. Moshe, Interim Vice Provost Academic
H. Lane Vetere, Vice Provost Students
C. Sass-Kortsak, Assistant Vice President, Human Resources
M. McEachrane, Interim Executive Director, Office of the Provost and Vice President Academic
S. Zolfaghari, Provost, Faculty Affairs
M. Ien, Incoming Board Member
J. Lewis, Director, Integrated Risk Management
T. Forkes, Assistant Vice President, Alumni Relations
J. Neiman, Manager, Pensions and Benefits

IN-CAMERA DISCUSSION (Board Members Only)

IN-CAMERA DISCUSSION (Executive Group Invited)

END OF IN-CAMERA DISCUSSION

INTRODUCTION

Chair's Remarks

J. Fukakusa welcomed new Board member, T. Staffieri, incoming Board member, M. Ien and paid tribute to departing Board members C. McGee, J. Machado, H. Van Dyk, C.A. Bissonnette, D Sookram and L. Amleh.

J. Fukakusa thanked departing Vice Chair M. Maheux for her leadership and support and reminded Board members of the September 19, 2016 annual Board Dinner which will be held at the Royal Bank Plaza's Executive Dining Room.

J. Fukakusa mentioned the Contact catalogue gift and the copy of K. Al Solaylee's autographed book entitled "Brown" given to each Board member.

J. Fukakusa congratulated P. Sugiman on her recent appointment as Dean, Faculty of Arts; L. Barnoff on her appointment as Dean of the Faculty of Community Services; A. Snobar on his recent marriage and S. Sinha on receiving the 2016 Male Professional Award from the Indo-Canada Chamber of Commerce.

J. Fukakusa reminded Board members of the farewell event for W. Cukier; thanked Board members for their participation in convocation and congratulated Board members and recent graduates C. McGee, J. Machado, H. Van Dyk.

In conclusion J. Fukakusa extended condolences to the family and friends of former Board member and alumna, Beverley Dale who recently passed away.

Approval of the June 23, 2016 Agenda

The agenda was approved as presented.

REPORT FROM THE PRESIDENT

Dr. Lachemi asked Chancellor Bloomberg to report on a recent government event.

Chancellor Bloomberg spoke of the invitation from Governor General David Johnston extended to all University Chancellor's across Canada on May 1, 2016. Four issues discussed were; recognition of excellence at Canadian universities; Canada as an innovation nation; truth and reconciliation as related to education; Canada's sesquicentennial and the need for each university to celebrate the event.

Mohamed Lachemi thanked Board members for attending convocations and spoke of the numbers at spring convocation and the excellent attendance by students and family. Dr. Lachemi narrated convocation activities through the use of presentation slides and made particular mention of Usra Leedham, the Board of Governors

REPORT FROM THE SECRETARY

J. Shin Doi thanked A. Salojee, P. Sugiman and C. Evans for serving on the Board of Governors Student Leadership Award and Medal Winner Selection Committee.

Election of Vice Chair

J. Shin Doi reported that Mitch Frazer is the new Board Vice Chair and has been elected for a three year term.

Annual Board Assessments

J. Shin Doi reported that the annual Board assessments were now posted to Diligent and Board members feedback would be appreciated.

REPORT FROM THE INTERIM PROVOST AND VICE PRESIDENT ACADEMIC

C. Evans indicated that the report was in the Board package and if any Board members had any questions please let him know.

Our Community - Our Diversity Report

J. Winton introduced D. O'Neil Green's, Assistant Vice President/Vice-Provost Equity, Diversity, & Inclusion and reported that the report had not been produced in a number of years and going forward it will be produced on a regular basis.

D. O'Neil Green presented an overview of the report which assists the University in identifying systemic barriers. Board members asked questions about employee turnover and part-time representation of racialized employees. Questions were asked about strategies the University was planning to increase the indigenous student population.

J. Austin reported that Universities across Canada were expressing a lot of interest in the Diversity Report.

At this point L. Bloomberg left the meeting.

REPORT FROM THE CHAIR OF THE AUDIT COMMITTEE

Draft Audited Financial Statements -Year Ended April 30, 2016

J. Fukakusa reported that at the June 23 Audit Committee meeting Ryerson received an unqualified external audit opinion for the financial statements for the year ended April 30, 2016.

J. McKee gave a brief overview of the financial statements noting that the cash was strong and the operating results were consistent with the quarterly results seen by the Board throughout the year.

J. Fukakusa reported that it was a clean audit.

BE IT AND IT IS HEREBY RESOLVED:

THAT the Audited Financial Statements for the fiscal year ended April 30, 2016 be approved as presented.

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

M. Frazer reported that the Employee Relations and Pension Committee met prior to the Board meeting and Willis 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, 2016.

Preliminary Going Concern Valuation of the Ryerson Retirement Pension Plan for January 1, 2016

C. Sass-Kortsak gave a brief overview of the valuation assumptions, the assumption changes agreed upon and the net impact of the changes.

BE IT AND IT IS HEREBY RESOLVED:

THAT the valuation assumptions of the Ryerson Retirement Pension Plan as at January 1, 2016, be approved as presented.

Audited Financial Statements of the Ryerson Retirement Pension Plan January 1, 2016

M. Frazer reported that the Employee Relations and Pensions Committee met prior the Board meeting and KPMG LLP presented the 2016 RRPP Audited Financial Statements and the Audit Findings Report.

C. Sass-Kortsak commented that it was a clean audit with no issues identified.

BE IT AND IT IS HEREBY RESOLVED:

THAT the Audited Financial Statements of the Ryerson Retirement Pension Plan (RRPP) as at January 1, 2016 be accepted and approved to file with regulatory authorities.

CONSENT AGENDA

Approval of the April 28, 2016 Minutes

The minutes were approved as presented.

TERMINATION



BOARD OF GOVERNORS MEETING
September 28, 2016

AGENDA ITEM: Appointment of Rhiannon Traill to the Board of the Ryerson University Alumni Association ("RUAA")

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: Approval

SUMMARY:

It is recommended that Alumnus Board member Rhiannon Traill be appointed as an ex-officio member to the Board of Directors of the Ryerson University Alumni Association (RUAA) to fill the position recently vacated by past Board member Darius Sookram.

BACKGROUND:

The formation of the Ryerson University Alumni Association was endorsed by the Board of Governors and Senate early in 2008, and the Association was officially launched at the first meeting of Alumni Council, held in conjunction with Alumni Weekend, on September 20, 2008.

The Association's by-laws call for a liaison to the Board of Governors through representation of an alumnus member on the Board of Directors of the Alumni Association. It is planned that there will be reports from time to time by the liaison to both Boards on relevant matters.

COMMUNICATIONS STRATEGY: n/a

PREPARED BY:

Name: Catherine Redmond, Governance Officer
Date: September 21, 2016

APPROVED BY:

Name: Julia Shin Doi, General Counsel and Secretary of the Board of Governors
Date: September 21, 2016

RESOLUTION

RE: Appointment of Rhiannon Traill to the Board of the Ryerson University Alumni Association (“RUAA”) Board of Directors

BE IT AND IT IS HEREBY RESOLVED:

THAT Rhiannon Traill be appointed as an ex-officio member of the Ryerson University Alumni Association (RUAA) Board of Directors.

September 28, 2016



Date June 24, 2016

To: Shoaib Ahmed
Secretary, Ryerson Election Procedures Committee

From: Catherine Redmond
Returning Officer

Re: **Board of Governors Alumni Member Election 2016 Results Report**

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

Appendix A Tabulation of Votes
Appendix B Declaration of Returning Officer
Appendix C Results in Order of Standing
Appendix D Voting Percentages

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

Obaid Ullah,
President, Ryerson Students' Union

Denise Hammond,
President, Continuing Education Students' Association of Ryerson

Peter Danziger,
President, Ryerson Faculty Association

Janice Winton,
Vice President, Administration and Finance

BOARD OF GOVERNORS ALUMNI MEMBER ELECTION 2016 RESULTS

TABULATION OF VOTES

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

ALUMNI MEMBER ELECTION	
Candidates (2) in alphabetical order of surname	Vote Count
Jesse Kertes	125
Catherine Paisley	529
RESULTS SUMMARY	
Eligible voters	171,641
Ballots submitted	665
Votes cast	654
Declined to vote	11
Participation rate	0.4%



BOARD OF GOVERNORS ALUMNI MEMBER ELECTION 2016 RESULTS

DECLARATION OF RETURNING OFFICER

I hereby declare the following candidate elected:

BOARD OF GOVERNORS ALUMNI MEMBER (1)	
Candidate Name	Vote Count
Catherine Paisley	529



BOARD OF GOVERNORS ALUMNI MEMBER ELECTION 2016 RESULTS

RESULTS IN ORDER OF STANDING

ALUMNI MEMBER ELECTION	
Candidates (2) in order of standing	Vote Count
Catherine Paisley	529
Jesse Kertes	125



BOARD OF GOVERNORS ALUMNI MEMBER ELECTION 2016 RESULTS

VOTING PERCENTAGE

ALUMNI MEMBER ELECTION	
Total number of eligible voters	171,641
Total number of voters who participated	665
Percentage of voters who participated	0.4%

RYERSON COMMUNICATIONS REPORT

A sampling of notable events on campus and appearances in the media by members of the Ryerson community for the September/October 2016 meeting of the Ryerson Board of Governors

CTV News reported on a new study by the University of British Columbia and Ryerson showing that about one third of Toronto cycling accidents involve TTC streetcar tracks. The study findings were also reported by the Globe and Mail, CityNews, Newstalk 1010, Zoomer Radio, 680 News, CBC Radio's Metro Morning as well as Here and Now, Surrey Now, BlogTO, Inside Toronto, CP24, and Radio-Canada.

IT World Canada featured the report by the Brookfield Institute for Innovation + Entrepreneurship, a non-profit arm at Ryerson, titled "The State of Canada's Tech Sector 2016". Similar coverage appeared in Betakit, Waterloo Chronicle, Brampton Guardian, Our Windsor, and Mississauga News. World News reported on the official launch of the Brookfield Institute for Innovation and Entrepreneurship. Similar coverage appeared in the Exchange Morning Post.

More than two dozen publications, including the Winnipeg Free Press and Calgary Herald, reported on Ryerson's collaboration with the Ontario Science Centre in creating an interactive experience for patrons with a location-based game that was launched before the popular PokemonGo app.

CBC News reported that **Laurie Petrou** had been named the inaugural winner of the Half the World Global Literati Award, a \$50,000 U.S., a literary prize that honours unpublished work featuring women as lead characters. Similar coverage appeared in the Waterloo Region Record, Quill and Quire, Harper's Bazaar Singapore.

Ann Cavoukian, executive director of the Privacy and Big Data Institute, spoke to IT Business about data breach notification laws. She was quoted in the Globe and Mail about privacy protection and "smart" products, and in a Toronto Star editorial on a law on electronic passwords.

Manager of Academic Support **Madelyn Steed** spoke to 680 News about coping with first-year jitters. 680 News also reported on the **Guinness World Record attempt at Ryerson**. CFTO, CP24, and Breakfast Television all reported live from **Ryerson's orientation week**. The Toronto Star reported on **residence move-in**, including a photo album of students moving into residence. CP24 reported that more than 1,500 students attended **Orientation Weekend**, and CBC featured the **drum circle** at orientation.

Caroline Konrad, director of the Career Centre, spoke to 24 Hours Toronto about finding a job or career through university career centres.

Maurice Mazerolle, TRSM, commented on CBC News and Global News about the Canada Post strike. He also spoke to Benefits Canada about using pensions as a bargaining chip in the dispute.

Urban Toronto reported on the Student Learning Centre, mentioning that it “offers cutting-edge architecture to Yonge Street while maintaining a retail frontage along the sidewalk”.

PhD candidate **Hanna McCabe-Bennett** spoke to the Toronto Star about conquering fears.

Katie Labelle, TRSM, spoke to News 95.7 (Halifax) about the marketing value of the Olympics.

Ramona Pringle, RTA, commented on CBC Radio One Vancouver about the Olympics adding e-sports to their roster. She shared social media tips on Global's back-to-school series, and spoke to CBC Radio about oversharing on social media. She also contributed an article to CBC News on the topic of teaching coding and programming in schools.

A Great Green Roof Review video exploring six of the oldest roofs in North America included Ryerson University's green roof.

Distinguished Visiting Professor **Alok Mukherjee** spoke to the Global and Mail about Black Lives Matter. The piece also appeared in Alshahid Network and Hiiraan.

Sara Thompson, Criminology, spoke to Maclean's about terrorism and counter-radicalization.

Betakit reported that Ryerson offered in-kind services to startups at the CNE's Emerging Innovators Pitch Competition.

Counsellor **Bronwyn Dickson** spoke to Global's The Morning Show about on-campus dog therapy programs.

Playback Magazine reported on a Ryerson research study that will examine how to best foster talent in the film industry.

Katie Lebel, TRSM, spoke to CBC and CTV about Olympics athletes and sponsorships.

Colleen Carney, Director of the Sleep and Depression Laboratory, spoke to the Wall Street Pit about the new Kobo e-reader.

Cheri Bradish, TRSM, was interviewed by CFRB on the topic of the successes of Canadian women in the Olympics.

Richard Lachman, RTA, spoke to the Toronto Star about the new Innovation Garage exhibition at the CNE, created in partnership with Ryerson. 680 News also reported on the exhibition.

The Toronto Star reported that the Chang School would offer a certificate in privacy, access, and information beginning this fall.

Christopher De Sousa, director, Urban and Regional Planning, spoke to Politico about Milwaukee “shaking off the rust”.

Shelagh McCartney, Urban and Regional Planning, spoke to the Torontoist about how to solve the programming gap at Yonge-Dundas Square during the off-season.

Frank Clayton, senior research fellow with the Centre for Urban Research and Land Development, spoke to CP24 about low-rise properties. He was quoted in the Globe and Mail about the real estate market in Toronto. He also contributed an article to the Globe and Mail on the topic of affordable housing and Toronto’s land-use planning.

Kathryn Woodcock, Occupational and Public Health, spoke to CTV News about the safety of amusement park rides.

David Amborski, Director of the Centre for Urban Research and Land Development, was quoted in Ming Pao Canada on real estate demand. He also spoke to the Toronto Star about denser housing policies.

Strategy reported that Ryerson’s MBA program would now be known as the Ted Rogers MBA, matching its name to the Ted Rogers School of Management (TRSM).

Canadian Architect reported that **Nina-Marie Lister** of Ryerson’s Ecological Design Lab was a member of the team for the Canadian Pavilion at the 2016 Venice Architecture Biennale.

Murtaza Haider, TRSM, spoke to Citytv about transit funding.

Marie Bountrogianni, Dean, Chang School, spoke to the Toronto Sun about transitioning after a layoff. She also spoke to Canadian Living about returning to university as a mature student.

Graphic Arts Magazine reported that the School of Graphic Communications Management would host a day of workshops for industry professionals called “Challenging the Status Quo.”

Canadian Architect reported that the first prize in English at the MAQ Young Architectural Critic Competition went to “Growing Pains,” by Ryerson student **Kristen Smith**.

The Exchange Morning Post reported on Climate Talks inviting children and adults to talk about climate change with an exhibition commissioned by the Ryerson Image Centre in conjunction with the upcoming exhibition “The Edge of the Earth: Climate Change in Photography and Video.”

Nicole Bennett, Director of the Midwifery Education program, spoke to Today’s Parent about safe labour practices.

Travel Press reported on Intrepid Travel’s announcement of a new award that will provide a \$2,500 annual scholarship to a student in Ryerson’s Hospitality and Tourism Management program.

Canadian Immigrant reported that the Province of Ontario plans to invest more than \$3 million in the next two years through the Ontario Bridge Training Program, with reference to projects offered at Ryerson.

Steven James May spoke to the National Post about the trend of Millennials as cord-cutters in order to avoid steep cable bills. The piece also appeared in the Ottawa Citizen, Montreal Gazette, Vancouver Sun, and Financial Post.

Canadian menswear mogul **Harry Rosen** spoke to OMNI2 Toronto about his time at Ryerson and his involvement during his retirement.

Le Metropolitain reported that the History Society of Toronto visited Ryerson to view its architecture.

The London Free Press reported on a Ryerson survey that found Canada’s tech sector is a \$117-billion industry, making up 7.1 per cent of the economy.

Steve Tissenbaum spoke to CBC Radio, CFRB, and Radio-Canada about Walmart’s decision to remove Visa as form of payment by customers.

Droit Inc reported that **Chris Bentley**, executive director of the Law Practice Program and the Legal Innovation Zone, was selected as a Top Canadian Lawyer for his promotion of legal innovations, especially among young lawyers. Canadian Lawyer Magazine reported that he had been named top changemaker in an article about the Top 25 Most Influential 2016.

Mitchell Kosny, interim director, School of Urban and Regional Planning, spoke to CBC News about green space in Toronto.

Distinguished Visiting Practitioner **Cathy Crowe** spoke to the Toronto Star about a disease outbreak at Toronto shelter.

Pamela Palmater, Chair in Indigenous Governance, spoke to CBC News and CTV News about the Missing and Murdered Indigenous Women inquiry.

Hamilton Community News profiled an Ancaster student who took part in the Research Opportunity Program in Engineering summer initiative at Ryerson.

Cherise Burda, director of Ryerson's City Building Institute, spoke to Metro about Toronto's condo market, and to the Globe and Mail, as well as Travel and Tour World, about growth in Toronto.

Patrice Dutil, Politics and Public Administration, contributed at an article to Canadian Government Executive on the topic of smarter governance. He also penned an article for Globe and Mail on the issue of electoral reform. He spoke to a number of news outlets about electoral reform, including CBC News, CTV News, CityTV, 680 News Toronto, Niagara This Week, Metro News, Cambridge Times, and more than three dozen other online publications.

Harald Bauder, program director, Immigration and Settlement Studies, spoke to the Toronto Star about immigration and directing resources to settlement. The article also appeared in editions of Metro in Toronto, Halifax, Ottawa, Edmonton, Winnipeg, and Vancouver.

Distinguished Visiting Professor **Diane Francis** contributed an article to CNBC on Donald Trump and Vladimir Putin.

Nick Reid, executive director at Ryerson Urban Water, spoke to Environmental Expert about sustainable water solutions in Ontario's wine and craft beer sectors.

The National Post quoted **Jennifer MacInnis**, legal counsel and senior director of applied research and commercialization, on intellectual property rights assignments.

CBC News profiled a group of Ryerson students who have harvested their first crop from an innovative greenhouse built on the Arctic Circle, an igloo-shaped structure he hopes will be the first of many in northern communities.

CBC News reported that a team of Ryerson students sent mushroom spores into space, as part of an experiment to identify a new food source for astronauts.

Jen Gonzales, director of student life, spoke to University Affairs about Drake's performance at Ryerson.

April Lindgren, Journalism, spoke to J Source about reporters needing to dig deeper into crime maps.

Tim Falconer, Journalism, spoke to CBC Radio One Quebec about his book *Bad Singer: The Surprising Science of Tone Deafness and How We Hear Music*. The clip also appeared on other CBC regional outlets.

Building Magazine reported on the new Student Learning Centre, saying it “has one of the best business incubators in the country with the Digital Media Zone, making it a powerful piece of branding for Toronto.”

Sean Mullin, executive director of the Brookfield Institute for innovation and entrepreneurship, spoke to the Toronto Star about Canada’s high-tech sector.

The Legal Innovation Zone’s **Chris Bentley and Hersh Perlis** contributed an article to The Lawyers Weekly on the future of legal innovation.

Myer Siemiatycki, Politics and Public Administration, spoke to CTV News about the Ford family’s hold on Toronto politics.

The Toronto Star featured the Lifeline Syria Challenge, and CBC News reported on the one-year anniversary of its launch.

Share reported on the memorial bench unveiled at Ryerson in honour of former chancellor **Raymond Chang**.

Frederic Dimanche, Director, School of Hospitality and Tourism Management, spoke to 680 News about the attacks in Nice.

Oren Amitay spoke to Global News about how the popular Pokémon Go app can help youth cope with mental health issues.

Wayne Petrozzi, Politics and Public Administration, spoke to CityNews about Republican National Convention.

Urban Toronto reported on the construction of the Daphne Cockwell Health Sciences Complex and the Jarvis Street Residence.

Metro News reported on a partnership between Ryerson, the office of Councillor Kristyn Wong-Tam, and the Downtown Yonge BIA for a redesign of Yonge St. featuring wider sidewalks.

Canadian Architect reported that the **Ryerson Student Learning Centre** received a 2016 Library Building Award.

Gabor Forgacs, Hospitality and Tourism Management, was quoted in the Toronto Star about tourism in Mexico.

CBC Television National reported that Ryerson students organized a life-sized Clue game for Habitat for Humanity.

Chris MacDonald, TRSM, contributed an article to Canadian Business on the topic of corporate diversity programs. He also spoke to Advertising Specialty about ethical corporate cultures.

Henry Navarro Delgado, Fashion, was interviewed by Global News in reaction to the cancellation of Toronto Fashion Week. He also discussed the issue on CTV News.

Timothy Sly, Occupational and Public Health, spoke to CBC News about the issue of germs on public transit.

Joanne McNeish, TRSM, spoke to CBC about a possible Canada Post strike. The clip also appeared on other regional CBC outlets.

Rena Mendelson, Nutrition, spoke to the Toronto Star about the nutritional density of an Icelandic yogourt dessert.

CBC News reported on a new book by Architecture professors **Colin Ripley and Marco Polo** book, *Architecture and National Identity: The Centennial Projects 50 Years On*.

The Globe and Mail reported that **Charles Falzon**, dean, Faculty of Communication and Design, would sit on a federal cultural policy advisory group.

The Toronto Star featured the book *Brown* by **Kamal Al-Solaylee**, Journalism. Metro News reported that the book made the top ten non-fiction best-seller list.

The Guardian featured Ryerson professor **Hossein Rahnama**, a visiting scholar at the MIT Media Lab.

Mark Bulgutch, Journalism, contributed an article on Brexit to the Toronto Star.

Martin Greig, History, spoke to CTV News and 680 News about Brexit. **Michael Manjuris**, TRSM, discussed the issue on 660 News Calgary. **Tuna Baskoy**, Arts and Contemporary Studies, spoke to CTV News Weekend on the topic. **Sui Sui**, TRSM, was quoted on the issue in the Torontoist.

Professor Emerita **Coleen Clark** spoke to The National about the expansion of the Canada Pension Plan. The item was carried across the CBC Television Network.

Ben Barry, Fashion, spoke to the Globe and Mail about his project “Refashioning Masculinity”.

CBC News interviewed **Karina Kheshvajian**, a Syrian refugee who was accepted into Ryerson’s business program.

Prepared by Marketing and Communications



SENATE MEETINGS - 2016-2017

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

ORIENTATION:

Tuesday, September 13, 2016 (4:30 p.m.) - Senate Members Orientation – POD-250

NOTE: Monthly scheduled Senate meetings (listed below) start at 5:00 p.m. (except for the 10:00 a.m. start on Monday, June 5, 2017). All meetings are held in POD-250.

Light dinner for the regularly scheduled meetings will be available from 4:30 p.m.

MEETING DATE	DEADLINE TO SUBMIT AGENDA ITEMS
Tuesday, October 4, 2016	Tuesday, September 13, 2016
Tuesday, November 1, 2016	Tuesday, October 18, 2016
Tuesday, December 6, 2016	Tuesday, November 15, 2016
Tuesday, January 31, 2017	Tuesday, January 17, 2017
Tuesday, March 7, 2017	Tuesday, February 14, 2017
Tuesday, April 4, 2017	Tuesday, March 21, 2017
Tuesday, May 2, 2017	Tuesday, April 18, 2017
*Monday, June 5, 2017 (at 10:00 a.m.) <i>*Note different day and time. This adjustment is required due to convocation ceremonies beginning on June 6, 2017.</i>	Tuesday, May 23, 2017
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

BII+E	Brookfield Institute for Innovation and Entrepreneurship
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	Campus Facilities and Sustainability
CFS	Canadian Federation of Students
CFS-O	Canadian Federation of Students - Ontario
CHERD	Centre for Higher Education Research and Development
CHST	Canada Health and Social Transfer
CIAR	Canadian Institute for Advanced Research
CIHR	Canadian Institute of Health Research
COU	Council of Ontario Universities
CRA	Canada Revenue Agency
CSRDE	Consortium for Student Retention Data Exchange
CTO	Compensating Time Off
CUDO	Common University Data Ontario
CUE	Centre for Urban Energy
CUI	Centre for Urban Innovation – 44 Gerrard Street East
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
ISB	Innovation in Science Building

J

JD	Job Description
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L

LAC	Library Appointments Committee
LGIC	Lieutenant-Governor-in-Council
LTD	Long Term Disability
LTF	Limited Term Faculty
LTO	Learning & Teaching Office
LTT	Long Term Temporary

M

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

N

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

O

OAC	Ontario Academic Credit
OCAD	Ontario College of Art & Design

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

P

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

PYE Partial Year Employee (employees with pre-defined work/non-work periods)

PT Part-Time

R

RA Research Assistant

RAAC Ryerson Accessibility 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)

SIF Strategic Investment Fund

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