



BOARD OF GOVERNORS
Thursday, November 24, 2016
Jorgenson Hall – JOR 1410
380 Victoria Street
12:00 p.m. to 2:00 p.m.

Time		Item	Presenter/s	Action
12:00	1.	IN-CAMERA DISCUSSION (Board Members Only)	Janice Fukakusa	Information
	2.	IN-CAMERA DISCUSSION (Executive Group Invited)		
		END OF IN-CAMERA SESSION		
12:35	3.	INTRODUCTION		
	3.1	Chair's Remarks	Janice Fukakusa	Information
	3.2	Approval of the November 24, 2016 Agenda	Janice Fukakusa	Approval
12:40	4.	REPORT FROM THE PRESIDENT	Mohamed Lachemi	Information
12:50	5.	REPORT FROM THE INTERIM PROVOST AND VICE PRESIDENT ACADEMIC	Chris Evans	Information
	5.1	Faculty of Science Referendum	Heather Lane Vetere Cristina Thuppu Mudalige	Approval
1:10	6.	DISCUSSION		
	6.1	Policies		
	6.1.1	Bill 132 - Sexual Violence Policy	Heather Lane Vetere	Information
	6.1.2	Workplace Civility and Respect Policy	Christina Sass-Kortsak	Approval
	6.1.3	Amendments to the Environmental Health and Safety Management System Policy	Julia Lewis	Approval
1:45	6.2	REPORT FROM THE CHAIR OF THE FINANCE COMMITTEE	Mitch Frazer	

6.3	Second Quarter: Financial Statements (unaudited) for the period ending October 31, 2016	Joanne McKee	Approval
6.4	Enrolment Update	Paul Stenton	Information

7. CONSENT AGENDA

7.1	Approval of the September 28, 2016 Minutes	Janice Fukakusa	Approval
7.2	Royal Bank of Canada Banking Form Resolution	Joanne McKee Julia Shin Doi	Approval

8. FOR INFORMATION

8.1	Ryerson Communications Report		Information
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2:00 9. TERMINATION

NEXT MEETING OF THE BOARD – January 31, 2017

Royal Visit – On November 8th, as part of an official four-day trip to promote collaboration between Canada and Norway, Crown Prince Haakon and Crown Princess Mette-Marit visited the Student Learning Centre to meet with social innovators. His Royal Highness delivered a presentation on the history of innovation, followed by a panel including Maayan Ziv, founder of AccessNow; Norwegian-born and Toronto-based entrepreneur Johann Koss, founder of Right to Play; and Tariq Fancy, founder of The Rumie Initiative which distributes 'a library on a tablet' to under-served children around the world. The visit concluded with a roundtable at the Digital Media Experience lab on scaling up globally to build startups.

Suzanne Rogers Fashion Institute – On October 11th Ryerson announced the launch of the Suzanne Rogers Fashion Institute (SRFI), made possible through a \$1 million gift from The Edward and Suzanne Rogers Foundation. Open to 3rd and 4th year students and recent alumni, successful applicants will be eligible for support tailored to their own goals for up to five years, potentially including undergraduate financial assistance; mentoring with Distinguished Designer in Residence Wayne Clark; help to participate in national and international competitions; internship placement at an international couture house; support for international graduate studies (Canada does not offer graduate degrees in fashion); and the opportunity to show a collection, on an international runway or other format, to buyers and media. With this gift from The Edward and Suzanne Rogers Foundation, the Rogers family is among Ryerson's most generous supporters, contributing more than \$34 million to the university over the years.

DiverseCity onBoard - On November 7th Ryerson announced a \$500,000 gift from TD to strengthen diversity on the boards of not-for-profit and public sector organizations. Program expansion will focus on further increasing the representation of women, LGBTQ+ communities, the Aboriginal/Indigenous community, and persons with disabilities. The event also recognized DiverseCity onBoard's new affiliation with The G. Raymond Chang School of Continuing Education with a panel moderated by Senator Ratna Omidvar, Distinguished Visiting Professor and Founder of the Global Diversity Exchange (GDX) on building a more inclusive nation.

Congratulations

- Sarabjit (Sabi) Marwah (Doctor of Laws *honoris causa* '12), former vice-chairman and CEO of Scotiabank, has become the first Sikh appointed to the Senate of Canada among six new senators from Ontario, recognized by Prime Minister Justin Trudeau for his leadership in promoting and showcasing the rich diversity of Sikh and South Asian art and culture.
- Janice Fukakusa, Chair of the Ryerson Board of Governors, received an honorary doctorate from the York University Schulich School of Business for leadership in her profession, championing diversity, and engagement in education, healthcare, culture and community.

- Harry Rosen, Ryerson benefactor and former long-serving Board of Governors member has been honoured by Fashion Group International with the distinguished FGI Fashion Visionary Award, celebrating 60 years in business renowned for exceptional quality and service.
- Ryerson colleagues among honourees at the 2016 Canadian Civil Liberties Association Gala on November 2nd include Roberta Bondar (Fellowship '90 – Space Research); Dennis Edney (Doctor of Laws *honoris causa* '16); and Ursula Franklin (Doctor of Laws *honoris causa* '11).
- Deepa Mehta (Doctor of Laws *honoris causa* '13) was honoured at the 5th annual TVO Tribute Gala for ground-breaking use of film to advance understanding of issues that define our time; the Gala celebrates the power of learning to change the world.
- Bonnie Patterson (Doctor of Laws *honoris causa* '14), former dean of the Ryerson school of business, is the recipient of the 2016 David C. Smith Award presented by the Council of Ontario Universities for exceptional service advancing higher education and research.

Appointments

Anver Saloojee has been appointed assistant vice-president, international effective October 7, 2016. The new position has been created to provide university-wide strategic direction to our international activities, and to guide our further evolution as a global urban university. Anver brings to his new role a deep understanding of Ryerson community and culture, and a global perspective built on academic achievement, international experience and service. He has been a member of the Ryerson community for almost 30 years as sessional instructor, lecturer and professor in Politics and Public Administration, served as special advisor to the presidency of the Government of South Africa from 2005-08, and was named special advisor to the president and provost in 2014. As AVP international he will advise on international activities, oversee the Ryerson International Office and work collaboratively with units across the university to support international recruitment and research.

Remembrance Day – On November 11th the Ryerson community gathered for our annual ceremony on the Quad, recognizing all those whose service asked for a level of dedication and sacrifice we honour and cherish. Over the years, in various roles throughout the world, family and community members have experienced the ravages and longer lasting effects of war and conflict, in the pursuit of peace and the confident hope that understanding among nations will prevail. This year we had one of the largest turn-outs I can recall in my 18 years at Ryerson, reflecting our commitment to shared values and leading by example in offering a caring and principled environment for learning, research, work and community engagement.

Social Justice Week – I was very pleased to offer greetings welcoming participants to Ryerson's 6th Annual Social Justice Week, on the theme "Decolonizing and Transforming Social Justice." The program over the week of October 31-November 4 presented a daily focus (Indigenous Sovereignty and Solidarity; Displacement and Inequality; Student National Day of Action; Social Justice and Mad Matters; Democracy and Green Economy for All) and an agenda of speakers, workshops and events encouraging engagement on a range of social justice issues. The Annual Mandela Lecture sponsored by the Office of Equity, Diversity and Inclusion, entitled *A New World is Possible: A Conversation on Anti-Black Racism*, was delivered by writer and filmmaker Dionne Brand, Toronto's third Poet Laureate (2009-2012). Special thanks to The Unifor Sam

Gindin Chair in Social Justice and Democracy and everyone involved in this highly anticipated and critically important annual reflection on our values and responsibilities.

Rams Men's Soccer – The Rams finished the regular season with a 14-1-1 record, first in the OUA East and 3rd nationally, qualifying for the Final Four for the fifth year in a row. The team competed hard in the OUA bronze medal game but did not move on to the CIS finals. A great season was recognized with the following distinctions and awards:

- OUA East Coach of the Year – Filip Prostran (second straight season)
- OUA East Most Valuable Player – Raheem Rose (MVP 2015, Rookie of the Year 2014)
- OUA East Division Rookie of the Year – Robert Boskovic
- East Division First-Team All-Stars:
Praveen Ahilan, Jamie Baker, Robert Boskovic, Luka Lee, Raheem Rose
- East Division Second-Team All-Star: Kyle Stewart

Infrastructure grant – On September 29th Ryerson received \$36.6 million from the federal and Ontario governments for research and innovation space: \$19.8 million to support construction of the Centre for Urban Innovation (CUI), a lab and fabrication space which will house the Centre for Urban Energy, the Ryerson Urban Water Institute, the Data Science Lab, the Smart Infrastructure Hub and the Food Research Lab; and \$16.7 million to retrofit and renovate Kerr Hall labs for the Faculty of Science, Faculty of Engineering & Architectural Science, and the Faculty of Communication & Design. Funding was announced at Ryerson by the Honourable Bill Morneau, Minister of Finance, on behalf of the Honourable Navdeep Bains, Minister of Innovation, Science and Economic Development, joined by Trinity-Spadina MPP Han Dong, Parliamentary Assistant to Ontario's Minister of Advanced Education and Skills Development.

Extraordinary Spaces

Theatre on Yonge – The School of Performance transitioned to the Student Learning Centre lower levels on October 14th, providing a larger and more accessible space, new studios and facilities, state-of-the-art equipment and a box office and theatre on Yonge Street. Faculty and administration offices have moved to leased space in the Atrium on Bay, and the acting and music programs will acquire space in Kerr Hall. The move is the beginning of an ongoing evolution for the school, with the university currently reviewing options for a permanent space.

Science @ MaRS - On October 4th the Faculty of Science opened its new purpose-built research facilities in the MaRS Discovery District. The 20,000 square-foot state-of-the-art collaborative space designed by NXL Architects houses research teams conducting projects in cell biology, biochemistry, microbiology and environmental toxicology. Located on the 11th floor of the MaRS West Tower at 101 College Street, the space features an open concept wet lab with research pods for synergistic programs; and a suite of technologies, instruments and equipment designed to support leading-edge scientific enquiry. Shared core facilities are built into the space, allowing for a more efficient utilization of equipment by members of all research labs. Researchers from the department of Chemistry and Biology joining this space are Costin Antonescu, Michael Arts, Roberto Botelho, Jeff Fillingham, Debra Foster, Joseph McPhee, Sarah Sabatinos, and Warren Wakarchuk.

Public Realm Plan – On October 5th Ryerson and DTAH Architects unveiled the new campus plan for the public realm, along with Downtown Yonge BIA executive director Mark Garner, and City Councillor Kristyn Wong-Tam sharing that the City of Toronto is contributing \$2 million to the project. The plan's key elements include better wayfinding, signature lighting to improve safety, public art and street furniture, landscaping and green spaces, a welcoming “front door” at Yonge Street, and enhanced streets and open spaces. Community input was a vital factor in the development of the public realm plan, and as projects are rolled out in phases there will be continuing opportunities for comment on the unfolding framework and vision.

Fall Convocation 2016 (2015 figures) – Four ceremonies on October 19-20th saw 2,337 (2,142) graduates eligible to cross the stage as Ryerson awarded 1041 (966) undergraduate degrees and certificates, 695 (717) graduate degrees and certificates, and 601 (459) continuing education certificates. Our new graduates join more than 180,000 Ryerson alumni worldwide.

DMZ Advisory Council – On September 28th the DMZ announced the launch of its 18-member council [<http://dmz.ryerson.ca/advisory-council/Members>] headed by Nadir Mohamed, chair of ScaleUP Ventures and former chief executive of Rogers Communications. The council will meet six times a year, and address problems in the Canadian entrepreneurial environment. The Hon. Navdeep Bains, federal Minister of Innovation, Science and Economic Development and former distinguished visiting professor at Ryerson, welcomed the council as a step toward accelerating early-stage companies into global competitors with help from leading CEOs and entrepreneurs.

Gateway 91 – On November 10th the Honourable Navdeep Bains announced a new soft landing program, to be run by Ryerson affiliate Zone Startups India (ZSI), for international companies looking to expand into India. Minister Bains was joined by the Hon. Michael Chan, Ontario Minister of International Trade, in announcing a partnership between the governments of Canada and Ontario that will fund the participation of five Canadian financial technology startups in the new program. Gateway 91 will offer services helping international technology companies set up office; and Zone Startups India will provide support including work space within a community of likeminded entrepreneurs, local industry expert mentors, professional and administrative services for business establishment, corporate connections for customer development, and networking opportunities with potential investors.

Ontario Universities Fair – A new attendance record was set at the annual event held on September 23-25 at the Metro Toronto Convention Centre, with 135,945 visitors overall. The Ryerson booth distributed 30,000 handbooks and 10,000 lanyards, and more than 2,400 visitors attended presentations given by Ryerson recruitment officers every hour, also streamed on Facebook Live. Presentation technology was developed by Jonathan Ingham, from DMZ company Phosphorus Media, and representatives from each faculty, Zone Learning and Student Affairs also spoke to prospective students and their families. Thanks to the extraordinary team of 757 Ryerson faculty, staff and student volunteers.

United Way – The 2016 Ryerson campaign has been launched with a goal of \$235,000 supporting the Toronto and York region campaign entitled “together we are possibility.” Featured this year is a draw for prizes including lunch with me, a day off with pay, a skating party at the Mattamy Athletic Centre and innovative products created in the zones. Special thanks to the campaign steering committee: Tony Conte, Office of the Vice-President,

Administration and Finance; Janet Hercz, Capital Projects and Real Estate; Heather Largy, University Relations; Jennifer Mactavish, Graduate Studies; Terry Marks, Office of the Vice-President University Advancement; Troy Murray, Student Affairs; Catherine Parry, University Relations; Natasha Ramnath, University Relations; and Darius Sookram, University Relations.

from the President's Calendar

September 14, 2016: I was pleased to welcome a delegation led by Utah governor Gary Herbert visiting the Launch Zone to discuss innovation, skills development and partnership.

September 15, 2016: The Hon. Maryam Monsef, Minister of Democratic Institutions, was on campus for an informal meeting with student leaders to share views and ideas.

September 15, 2016: It was a pleasure to attend a lunch for Governor General David Johnston hosted by former Board of Governors member and Ryerson benefactor Helen Vari.

September 19, 2016: Ryerson Futures met with GE Canada (Elyse Allan, President & CEO and Jas Klotia, Chief Information Officer), to discuss working together on innovation.

September 20, 2016: I was proud to be on hand to support the RESS Bug Push, continuing the tradition of pushing a Volkswagen Beetle around the Quad to raise money for charity.

September 21, 2016: The 'four presidents' breakfast periodically brings together colleagues from OCAD University, Ryerson University, the University of Toronto, and York University for a discussion on higher education issues with a focus on city-building.

September 22, 2016: I was pleased to attend a Citizenship Ceremony Roundtable hosted by the Right Honourable Adrienne Clarkson (Doctor of Laws *honoris causa* '06) and John Ralston Saul.

September 23, 2016: Ryerson hosted lunch with a delegation from Heriot-Watt University (Scotland) on international opportunities for academic collaboration and exchanges.

September 29, 2016: The DMZ welcomed the Hon. Chrystia Freeland, federal Minister of International Trade, hosting a delegation from India on entrepreneurial innovation.

October 6, 2016: I was pleased to welcome Dr. Michael Jäckel, President of the University of Trier (Germany) on a visit to campus and a tour of the DMZ.

October 7, 2016: I met with Brampton Mayor Linda Jeffrey, joined by John MacRitchie, Senior Director Business Development and Planning, Office of the Vice-President Research and Innovation.

October 11, 2016: I was pleased to arrange a meeting bringing together DMZ entrepreneur Tariq Fancy, founder of The Rumie Initiative fostering global literacy for children in marginal communities, and Laurie Robinson, Special Advisor on Aboriginal Issues to the Deputy Minister of Advanced Education and Skills Development.

October 12, 2016: I had the opportunity to introduce Jennifer Grass as Ryerson's new assistant vice-president university relations to Giles Gherson, Deputy Minister Research, Innovation and Science/Deputy Minister Economic Development and Growth.

October 17, 2016: On behalf of Ryerson I was pleased to sign a framework cooperation agreement with three universities in Algeria to promote academic collaboration and exchange, and to announce the establishment of three fellowships at the DMZ for international innovators.

October 20, 2016: I was delighted and proud to participate in the documentary filming the story of Syrian refugee Hani Al Moulia, an extraordinary young blind photographer now with us on a Ryerson scholarship studying computer engineering.

October 21, 2016: Ryerson's iBoost Zone was the Toronto organizing partner, along with Kansas City and Palo Alto, California in welcoming "Play for Tomorrow," an initiative that brings together professional athletes, community development organizations and thought leaders to discuss how sports activities can address social challenges faced by under-served youth.

October 28, 2016: I was pleased to attend a talk given by The Hon. Navdeep Bains, Minister of Innovation, Science and Economic Development as part of the "Go North" event hosted by Google Canada to discuss shared ambition in building our startup ecosystem.

November 2, 2016: "Take Your Kids to Work Day" invites faculty and staff to bring their grade nine kids to campus and experience a day at Ryerson; including giving me a very special chance to meet and greet families and talk to students about their interests and goals.

November 2, 2016: Chancellor Bloomberg and I met with the Hon. Deb Matthews, Deputy Premier and Chair of Cabinet, Minister of Advanced Education and Skills Development, and Minister Responsible for Digital Government, to discuss Ryerson's role in contributing to government priorities in innovation and entrepreneurial leadership.

November 2-4, 2016: I attended the Ontario Economic Summit entitled "Building Prosperity by Strengthening the Innovation Ecosystem" promoting collaboration in stimulating growth and new investment to build Ontario as a competitive global innovation leader.

November 9, 2016: It was wonderful to spend an evening with Ryerson friends and benefactors at a "Meet the President" event for the Blue & Gold Society hosted by Valerie Pringle.

November 11, 2016: Ryerson welcomed partners from Schneider Electric at a lunch meeting hosted by the Centre for Urban Energy to recognize and discuss the innovative collaboration that is advancing research and testing and providing real-world experiential learning.

November 11, 2016: Bruce Lourie, President of the Ivey Foundation, was on campus for a visit and tour of the DMZ, representing an organization renowned for its mission of improving the well-being of Canadians in areas of significance particularly responsive to change.

APPOINTMENTS

- *Dennis Edney* (Doctor of Laws *honoris causa* '16) has been appointed distinguished visiting professor in the Faculty of Arts, with a focus professional practice and the Rule of Law. The recipient of awards and distinctions recognizing exceptional merit and contributions, Edney practices criminal, constitutional and human rights law, and is known for his commitment to the Omar Khadr case, and the fight for access to justice and human rights. At Ryerson he will engage in research and mentoring, and be instrumental in the law school feasibility study.
- *Aryeh Gitterman* has been appointed distinguished visiting professor in the School of Child & Youth Care. Formerly assistant deputy minister in the Ontario Ministry of Children and Youth Services, his work in transforming child welfare, mental health and special needs services advanced global understanding with presentations to leading international forums. At Ryerson he will be helping develop curriculum, field placements and experiential learning.
- *Sean Wise*, entrepreneurship and strategy, has been named Startup Canada's inaugural Fellow for Startup Communities, fostering local and national connections between entrepreneurs, networks, advisors, and opportunities. On October 6th he began his tour of 20 communities in Ontario, British Columbia, Manitoba, and Nova Scotia with a focus on helping the program reach its goal of establishing 100 startup communities across the country. The fellowship is supported by Ryerson and The First 100 Steps to Startup, a digital program for entrepreneurs to scale their businesses.

CONGRATULATIONS

- Jennifer Mactavish, Vice Provost and Dean of the Yeates School of Graduate Studies, was inducted into the International Federation for Sport for Athletes with an Intellectual Disability Hall of Fame for her continued leadership and efforts in the inclusion of athletes.
- Umberto Berardi, architectural science, was awarded the Franco Strazzabosco Award for Young Engineers from the Italian Scientists and Scholars of North America Foundation, recognizing entrepreneurial courage in applying scientific discoveries to public advantage.
- Dana Lee, RTA School of Media, received a 2015-16 Ontario Confederation of University Faculty Associations (OCUFA) Teaching Award, recognizing exceptional contributions to the quality of higher education in Ontario through accessible and engaging learning.
- Ojelanki Ngwenyama, professor of global management and director of the Institute of Innovation and Technology Management, Ted Rogers School of Management, has been inaugurated a member of the Academy of Science of South Africa, recognizing outstanding scholarship and contributions to society.

- Cordelia Strube, Communication & Design, G. Raymond Chang School of Continuing Education, won the \$10,000 first prize in the 42nd Annual Toronto Book Awards for her novel *On the Shores of Darkness, There is Light*.
- Kevin Vuong, partnerships lead for Magnet at Ryerson, was named one of Canada's Top 30 Under 30 by Corporate Knights for 2016, recognizing initiatives as a social entrepreneur dedicated to building more livable and resilient communities.
- Magnet, the Ryerson-Ontario Chamber of Commerce network led by Executive Director Mark Patterson, won the 2016 International Partnerships Network (IPN) Gold Global Best Award, recognizing partnerships that boost learning and employability.

MILESTONES & DISTINCTIONS

Top Ten – The Ted Rogers MBA program has been ranked among the top ten Canadian MBA programs in reputation for the first time by *Canadian Business*, based on a survey of 1,000 Canadians – MBA students, parents, graduates, industry professionals and corporate recruiters – on factors such as name recognition, quality, and global competitiveness.

Winston Isaac lecture – The inaugural *Winston Isaac Lecture in Healthcare Services* hosted by the Ted Rogers School of Management on October 27th honoured Dr. Isaac's 25 years at Ryerson and his service to the School of Health Services Management (SHSM). Formerly the director of SHSM, Dr. Isaac retired in June 2015. Guest speaker Dr. Samir K. Sinha reflected on his journey as a Rhodes Scholar at Oxford University driven to make a difference for vulnerable populations.

ECS 10th Anniversary – The MA in Early Childhood Studies celebrated its 10th anniversary on October 6th with a special evening for alumni featuring storytellers, guest speakers, an alumni video, and the launch of an alumni association – recognizing a program unique in North America for a focus on diversity in the study of complex issues affecting children and their families.

ITMD Graduation – The third cohort of the Internationally Trained Medical Doctors (ITMD) Bridging Program graduated on October 21st, with participants from more than 15 countries. The first of its kind in Canada, the program is run by founding academic co-ordinator and program manager Shafi Bhuiyan, distinguished visiting professor and Global Health Education and Research Fellow at The Chang School and Faculty of Community Services – and offers training for new careers in research, healthcare management, or non-licensed positions as an alternative to medical doctors licensing. Practicum placements are found for two annual cohorts of 20 participants each, at HealthForceOntario, the Ministry of Health and Long-Term Care and other healthcare organizations. Since launch in January 2015, the program has 47 graduates, with more than 60 per cent employed in healthcare research and management, pursuing higher education, and three practicing medicine at family physician residencies.

New Scholarships – The *Helen Henderson Writing for Disability Activism Award* was presented for the first time at the School of Disability Studies awards ceremony in July, joining the *David and Sylvia Pollock Entrance Award* in honouring exemplary support. A Disability Studies student, Helen Henderson was a freelance writer and Toronto Star reporter whose pioneering column raised awareness of disability issues. Funded from her estate and a personal gift from former Toronto Star editor John Honderich, the award was presented to Robin Kellner, a deaf/blind

intervenor whose imaginative thinking through and presenting narratives reveal disability culture and advocacy in fresh ways.

The *Faulhaber Communications Award* was launched by president and CEO Christine Faulhaber (Business Management '02) to mark the public relations agency's 15th anniversary celebrations. The goal of the award is to inspire the next generation and potential entrepreneurs, and is open to third and fourth-year female-identifying students in the School of Journalism or School of Professional Communications aspiring to become leaders in the field of communications. Scholarship winners will have mentoring and internship opportunities with the agency.

ACADEMIC DEVELOPMENT

Search committees – Searches are being launched for the positions of dean, Faculty of Science, and chief librarian. Dean Imogen Coe completes her first term as dean of the Faculty of Science on June 30, 2017, and is eligible to apply for a second term, as per the Policy and Procedures Relating to Search Committees and Appointments in the Academic Administration ("the AAA Policy"). Chief Librarian Madeleine Lefebvre completes her second and final term on June 30, 2017. Sincere thanks to both Imogen and Madeleine for leadership over a time of transformation and change, and thanks to search committee members for their willingness to serve.

MA in Criminology and Social Justice – At its meeting of October 4th, Senate approved a new master's degree designed to prepare students for professional roles in NGOs, government, international organizations, academia, the legal profession and communities. The program will advance Ryerson's focus on social innovation in areas such as violence prevention and conflict management, human rights, diversity and inclusion. Students can take the program as a course option, course/placement option, or major research paper/course option. Pending provincial government approval, the program will launch in fall 2017.

Institute for Change Leaders – On October 18th distinguished visiting professor Olivia Chow, with Harvard professor and community organizer Marshall Ganz, launched a new institute offering a curriculum on effective social change through strategic partnerships, mobilizing volunteers, motivating others and developing campaign strategy. Olivia Chow brought the student-centred model to Ryerson in the spring of 2015 and since then has taught more than 1,200 individuals, including members of the United Way, Danforth East Community Association, Filipino Women's Network and the Toronto Youth Cabinet. The launch of the new institute highlighted a new approach to be undertaken in teaching community organizing – instead of bringing students into a classroom on campus, instructors will engage participants in their own communities about issues that are important to them.

Juris Doctor program – Based on consultations with the community, the Ryerson law school originating committee developed a letter of intent (LOI) as the first step in the proposal for a new juris doctor (JD) program. Comments from the community are invited until November 17th, with both the *Letter of Intent* and the white paper, *Training Tomorrow's Legal Professionals* available on the Office of the Provost and Vice President Academic website. The letter is the first formal step aimed at getting internal approval in order to establish a law school at the university. A Toronto Star article on November 1st quotes Mitchell Kowalski, a lawyer and professor at the University of Calgary, saying that "something as unique, innovative and dynamic as what is

outlined by this proposal is very exciting” and the Ryerson program “has the potential, if the school does it right, to be the premier law school in Canada.” Ryerson’s law school aims to be a transformative program, providing more opportunities for hands-on learning and focusing on “new competencies,” such as entrepreneurial spirit, financial literacy and technological proficiency. The first intake of students could potentially start in September 2018.

Law Practice Program (LLP) – At its November 9th Convocation the Law Society's Board of Directors accepted the revised recommendation (excerpt below) of the LSUC Professional Development & Competence Committee that The Pathways Pilot Project, which includes the Law Practice Program, be extended for two additional licensing years.

The September 22, 2016 report provided by the PD&C Committee to Convocation included a recommendation to end the Law Practice Program (“LPP”) component of the Pathways Pilot Project at the completion of three years, reflecting a majority view with a number of Committee members expressing dissent. The Law Society invited written comments and submissions on the Report, and received 93 public submissions from individuals, 104 individual comments linked to a petition, and 32 from organizations, associations, legal clinics, law schools and others – the majority of them addressing the Committee’s recommendation respecting the LPP.

Some of the Committee continues to be concerned that second-tier perceptions, financial sustainability and readiness for licensing are serious concerns when considering the LPP’s long-term viability. A minority of the Committee remains convinced that extending the pilot to continue the LPP is a serious error not justified by the evidence on which the Committee based its original recommendation.

The majority of the members of the Committee, however, has reflected further on the many submissions that speak to other options for approaching concerns about the LPP and caution the Law Society about ending it at too early a stage. Consultation is a meaningful, not pro forma, process and the Committee has taken what it has heard into account in formulating modified recommendations to Convocation. There appears to be interest from a range of perspectives for a broader analysis to be undertaken of the licensing process, which Pathways may have engendered.

All but two members of the Committee recommend that to enable this longer-term analysis, the current Pathways Pilot Project (both the LPP and articling enhancements) should be extended. In the Committee’s view, that extension should be for two years, specifically the 2017-2018 and 2018-2019 licensing years, to enable the gathering of more data on the LPP and articling and the larger analysis of licensing.

RESEARCH

Ryerson Ranking – Research Infosource has moved Ryerson from the ‘primarily undergraduate’ tier to the ‘comprehensive research university’ tier effective fiscal 2015, recognizing the strength and momentum of its growth and development. To mark its 15th anniversary producing Canada’s research ranking guide, Research Infosource compiled a summary of the Top 50 universities in research income and peer-reviewed academic publications over the 2001-2015 period. Ryerson outperformed all other universities in the undergraduate tier with a 397% increase in research income, and ranked first in the growth of peer-reviewed publications, with an increase of 764% per cent over 15 years. In fiscal year 2015, Ryerson showed an increase in research income of 9.9 per cent, ranking third in the province and eighth nationally, compared to 0.2 percent provincial

growth overall and national research income growth of just 0.6 per cent. Eleven of 18 universities ranked in Ontario experienced a decrease in research income. Ryerson is ranked 26th overall in the top 50 research universities 2016, one place higher than last year.

SSHRC Partnership Grant - The School of Disability Studies at Ryerson, and Project ReVision at the University of Guelph, have received a SSHRC partnership grant for *Bodies in Translation: Activist Art, Technology and Access to Life*, a project that will explore the connection between social justice and the arts. Co-directed by Dr. Eliza Chandler, a new colleague at Ryerson's School of Disability Studies, and Dr. Carla Rice at the University of Guelph, the \$2.5 million grant, with \$2.5 million in matching funds, brings together 11 university partners and 12 community-based partners including the National Arts Centre, the Ontario Arts Council, and Musagetes.ca, an organization focused on the power of the arts to radically transform society.

Dracula collection – The Ryerson Modern Literature and Culture Research Centre has received an entire collection of vampire literature, donated by international expert Dr. Elizabeth Miller. An international scholar of nineteenth century Gothic fiction, now retired from Memorial University, Dr. Miller is founding editor of the peer-reviewed *Journal of Dracula Studies* and an active author and lecturer. The latest instalment of more than 80 books, from a collection numbering more than 160 in total, includes varied and rare editions of Bram Stoker's novel and other related works, which will offer unique and extensive opportunities for student theses, research papers and gallery exhibitions.

Precarious labour – A Ryerson study released to mark the International Day for the Eradication of Poverty (October 17) documents the experiences of 40 racialized immigrant women in the Greater Toronto Area working primarily in the personal services and food sectors. *"Working so hard and still so poor!" A Public Health Crisis in the Making: The Health Impacts of Precarious Work on Racialized Refugee and Immigrant Women* illustrates the adverse effects of casual, temporary and on-call work on the mental and physical health of women, their safety at work, and the cascading effects on their families and communities. The study warns that issues such as low wages, just-in-time schedules, poor health and safety standards, and lack of benefits are contributing to a public health crisis in the making. The government of Ontario is currently reviewing the Employment Standards Act and the Labour Relations Act to address the rapid growth of precarious work, and the publication of the study comes as the Special Advisors to the Ministry of Labour start drafting their final recommendations for the Changing Workplaces Review [a link to the report can be found at <http://www.ryerson.ca/socialjustice/about/>].

EXPERIENTIAL AND INTEGRATED LEARNING

Performance Workshop – Eight students from the School of Performance travelled this summer to Grožnjan, Croatia to learn the Michael Chekhov technique. The renowned acting methodology was taught by five master teachers, including Ryerson professor Cynthia Ashperger who brought students to Croatia for the second time. Russian actor, director and teacher Michael Chekhov (1891-1955) was forced to flee Russia and eventually came to Los Angeles where he became an award-winning actor and renowned coach. Grožnjan, a village known for its artistic community and culture, offers an intensive learning environment and Ryerson students found the experience transformative in deepening their capabilities as artists and expanding their view of the world.

Medical Caravan – For two weeks this fall biology students Emily Nicholishen and Tara Upshaw travelled to Moshi, Tanzania to volunteer at the Pamoja Tuneweza Women’s Centre serving the rural areas of the Kilimanjaro region. The students joined the centre’s biannual medical caravan for five days, where villagers came to them to have their vitals recorded before going into the mobile clinic. While visiting the village of Machame, the students learned about local untested herbal remedies to combat cardiovascular disease, and hope to build on their experience by working in collaboration with the Women’s Centre to empower communities to investigate practical local solutions to cardiovascular conditions. Their related goal is developing a program to teach social and cultural literacy to Canadian students traveling to Tanzania in the future.

Large-Scale Energy Storage - The Centre for Urban Energy (CUE) is partnering with Toronto Hydro to test a homegrown battery system in the heart of the city, the first time this kind of research has been conducted in an urban setting. The goal of the project, using a battery system manufactured by Mississauga-based Electrovaya, is to demonstrate how off-peak electricity can be stored to help improve grid performance during outages, fix power quality issues and mitigate capacity constraints on the grid. Potential long-term benefits of the system may include the ability to harness more renewable energy such as wind and solar, thereby reducing stress on aging infrastructure and enhancing grid performance. The project provides an opportunity for experiential learning to Ryerson engineering students as a model of collaboration between industry and academic researchers. The energy storage system is ESA certified, and the lithium ion battery cells are UL 1642 certified, the highest safety standard for lithium batteries. When the six-month pilot project ends, the battery will be returned to the manufacturer. The total shelf life of the system is 15 years, after which each individual battery cell will be recycled.

ECOstudio – Ryerson, Seneca and the University of Toronto are partnering as ‘ECOstudio’ to design, build and operate an innovative solar-powered house at the intersection of density, affordability and sustainability. The solarBLOCK single-family dwelling can be built off-site and then shipped and reassembled, and incorporates advanced mechanical, energy and structural systems already under development and analysis at all three partnering institutions. Design features being incorporated and analysed include a traditional gabled roof sheathed in solar panels as a reflective energy generator; a wall system optimizing thermal, air, moisture, sound, and bulk water control layers; material selection to achieve comfortable acoustics; air quality ventilation and mitigation of pollutants; illumination levels from natural daylight combined with a shading strategy; non-conventional energy storage and thermal mass materials to reduce energy demands and increase comfort; and a dedicated web server to give residents the ability to remotely monitor and control various aspects of the home. The solarBLOCK house will find a permanent home at the Living City Centre Campus located at Kortright Conservation Area, a leading centre for raising awareness, sustainability education, demonstration and research in the Toronto area. Cross-discipline collaboration is providing an opportunity for students to gain invaluable experience in working with people outside their field.



BOARD OF GOVERNORS MEETING
November 24, 2016

AGENDA ITEM: Referendum Request from the Ryerson Science Society

STRATEGIC OBJECTIVES

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

ACTION REQUIRED: Approval

SUMMARY: The Ryerson Science Society (**RSS**) is seeking approval from the Board to hold a referendum among undergraduate students in full-time science degree programs, asking for their support to create a levy to fund the society's work.

BACKGROUND: The RSS was founded in 2013 and is a student-led, faculty-wide organization similar in structure and purpose to existing student societies such as the Ryerson Engineering Student Society and the Ryerson Communication and Design Society. In November 2015, the executive at the time led an unsuccessful referendum campaign requesting the creation of a levy to provide sustainable funding for the RSS.

During 2016, the RSS has rebuilt itself, most notably with a new, elected board of directors most of whom were past presidents of science course unions or student groups. This has enabled them to garner strong support and trust from students across the faculty's four departments of computer science, chemistry and biology, physics and mathematics.

With the Board's approval, they plan to hold a referendum in the winter 2017 semester.

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

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

PREPARED BY:

Name: Cristina ThuppuMudalige

Date: November 11, 2016

APPROVED BY:

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

Date: November 11, 2016

November 11, 2016

To: Ryerson University Board of Governors

From: Heather Lane Vetere, Vice-Provost Students

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

The Ryerson Science Society (RSS) is similar to other faculty-based societies such as the Ryerson Engineering Student Society (RESS) founded in 1988 and the Ryerson Arts Society (RAS) founded in 2015. These organizations work within their respective faculties to address the particular co-curricular needs of their members, and provide a focus and source of funding for student groups and activities. They also work across campus by collaborating with other student societies.

Since the founding of the RSS in 2013, there have been successes (such as the Science Multipurpose Room that provides study and collaboration space exclusively for science students) and some challenges (the November 2015 failed referendum requesting the creation of a levy to fund the society's operations).

In 2016, with a new leadership team in place, the RSS has rebranded, created the necessary governance documents, implemented a financial management system, hosted events such as the first-ever Science Orientation for first-year students, and begun to fund student initiatives. The new board of directors was elected and is composed of many past executives of science course unions or student group leaders; this has enabled them to garner strong support and trust from students in the faculties' four departments of computer science, chemistry and biology, physics and mathematics.

With the full support from the Dean of the Faculty of Science, the society decided to pursue a second request to create a levy that would provide the organization with a sustainable funding base. In September 2016, they surveyed undergraduate full-time science students about this. Below are some of the questions asked and the percentage agreement with each statement.

- Would you be supportive of a science society that would develop and enhance professional, academic and community engagement opportunities for science students? **94% agreed**
- Would you consider paying more to help fund a society to develop and enhance community social engagement, interdisciplinary collaboration, and student project funding for all the programs in the Faculty of Science?
 - **Yes, up to \$30 per semester - 49%**
 - **Yes, up to \$35 per semester - 10%**
 - **Yes, up to \$40 per semester - 8%**

- **Yes, up to \$45 per semester - 10%**
- No - 23%

The RSS board of directors includes:

Cristina ThuppuMudalige
Nathan Battersby
Kyle Cheung
Aysel Ineza
Alessandro Profenna
Reeda Mahmood
Manaum Zain

Maryam Golbazi
Robinder Jangi
Najdana Andjelkovic
Michael Neilson
Tolaz Hewa
Sadia Mehmood
Humera Ansari

The Ryerson Science Society Mandate

RSS is a professional student-led organization that represents all undergraduate students within the Faculty of Science. The society's mandate supports three tenets: 1) Provide students with opportunities to gain professional experience and marketable skills; 2) Foster a strong science community at Ryerson through academic, professional and social engagement; and 3) Allocate available resources in an equitable, transparent and effective manner.

Next Steps

RSS is seeking support from the Board to hold a referendum among Faculty of Science full-time undergraduate degree students. The referendum would ask the students for their support to create a levy to fund the society's activities. If approved by the Board, the referendum would be held in winter 2017. If the referendum is successful, the fee would begin in September 2018.

Proposed Referendum Question

Do you agree to the creation of a fee of \$30 per semester, applicable in the fall and winter terms, to be paid by all students enrolled in full-time Faculty of Science undergraduate degree programs, starting in September 2018 and increased annually for inflation referenced to the Toronto Consumer Price Index to fund the operation of the Ryerson Science Society?

Yes ☐ No ☐



RYERSON SCIENCE SOCIETY

Quaerere Miror, seek to wonder

WHO ARE WE?





THE MANDATE

What we stand for.

1.

MANDATE

Provide students with opportunities to gain professional experience and marketable skills

2.

MANDATE

Foster a strong science community at Ryerson through academic, professional, and social engagement

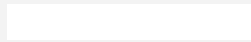
3.

MANDATE

Allocate available resources in an equitable, efficient, and effective manner



CURRENTLY



AKA what we've done so far.

WITHIN **SEVEN** MONTHS WE:

- Rebranded
- Established a financial management system
- Created organizational documents
- Expanded as an organization
- Held the first ever Science Orientation for 1st years
- Begun funding student initiatives



OUR TIMELINE



A horizontal timeline diagram consisting of three chevron-shaped boxes pointing to the right. The first box has a dotted border, the second has a dashed border, and the third has a solid border. A solid white bar is located at the bottom of the slide.

AUG - DEC
Preparation

JAN 16 - Feb 2
The Campaign

JAN 30 - Feb 2
The
Referendum



THE NUMBERS

We're science. We research (very well).



1059

Responses



94%

Are in favour of a society

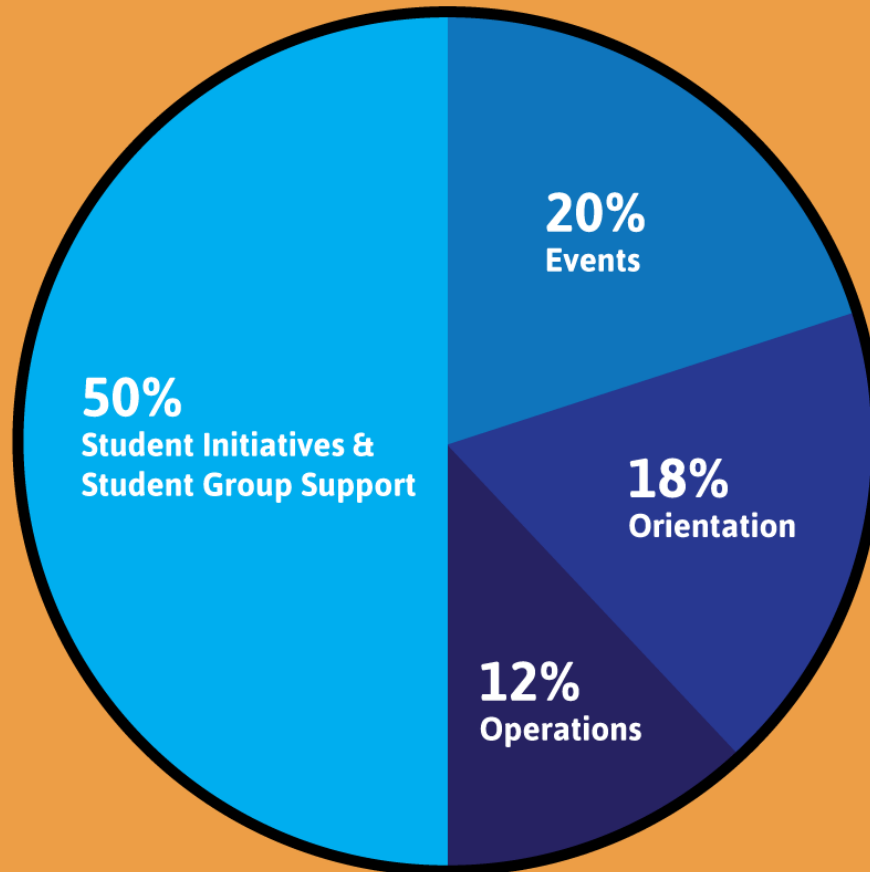


76%

In favor of a student levy



ALLOCATION OF FUNDS





THE BIG QUESTION

For the referendum.

“

Do you agree to a creation of a fee of \$30.00 per semester applicable in the fall and winter terms to be paid by all students enrolled in full time Faculty of Science undergraduate programs, starting September 2018 and increased for inflation annually by the CPI of Toronto, to fund the operation of the Ryerson Science Society?”

THANK YOU

Science Course Unions and Student Groups

RSS Board of Directors

Jessica Machado, Social Innovation Assistant, Office of Social Innovation
Stephen Kassim, Former Special Projects Coordinator, Digital Media Zone (DMZ)
Tavia Bakowski, President, Ryerson Communications and Design Society (RCDS)
Farhan Riaz, President, Ryerson Engineering Students Society (RESS)

Casey Yuen, Former President, RCDS

Obaid Ullah, Ryerson Students Union

Ramganeshth Ragupathy, Ryerson Students Union

Office of the President

Dr. Heather Lane Vetere, Vice Provost, Students

Dr. Imogen Coe, Dean, Faculty of Science

Dr. Marcus Santos, Associate Dean, Faculty of Science

Kirsty Pazek-Smith, Manager, Special Projects and Communications, Office of Vice Provost



DRAFT RESOLUTION

RE: Student Referendum Request – Faculty of Science

BE IT AND IT IS HEREBY RESOLVED:

THAT the Ryerson Election Procedures Committee be authorized to hold a student referendum, at a time to be determined, amongst Faculty of Science students enrolled in full-time undergraduate programs, to seek approval for the creation of a fee of \$30.00 per semester, starting in September 2018, to be paid by all students enrolled in a full-time Faculty of Science program, to fund the operation of the Ryerson Science Society.

THAT the compulsory fee be adjusted to provide for any increase according to the Toronto Consumer Price Index (CPI); and

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

November 24, 2016



BOARD OF GOVERNORS MEETING
November 24, 2016

AGENDA ITEM:

Bill 132 – Sexual Violence Policy

STRATEGIC OBJECTIVES

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

ACTION REQUIRED: For information

SUMMARY: Since the approval of the university's standalone sexual violence policy by the Board of Governors in June 2015, much work has been done in terms of dedicated survivor support, education and training. The policy is now under review after its first year of implementation and to ensure compliance with new regulations received from the Ministry of Advanced Education and Skills Development. The revised policy will be brought forward for approval at a December 2016 Board of Governors Executive Committee meeting.

Please see PDF of Power Point presentation slides for more information.

COMMUNICATIONS STRATEGY: Not required at this time. Upon approval of the revised policy in December, the university will update the community accordingly.

PREPARED BY:

Name: Kirsty Pazek-Smith, Manager, Communications and Special Projects,
Office of the Vice-Provost Students
Date: November 17, 2016

APPROVED BY:

Name: Heather Lane-Vetere, Vice-Provost, Students
Date: November 17, 2016

Ryerson's Sexual Violence Policy

Update to the Board of Governors

November 24, 2016

“...make clear the university’s commitment to addressing sexual violence in its community through **survivor support, awareness, education, training and prevention programs,** and the **appropriate handling of reports/complaints of incidents of sexual violence.**”

Sexual Violence Policy, approved by the Board of Governors June 2015

Ryerson
University

my.ryerson.ca
Directory

Search Ryerson.ca

Sexual Violence Support and Education


[Home](#)
[Get Support](#)
[Give Support](#)
[Resources](#)
[Events & Workshops](#)
[About](#)

GET SUPPORT

If you have been subjected to sexual violence, know that it is not your fault. We are here for you and can connect you to services, help you think through options, or simply listen. Our office will support you in whatever you choose to do.

Consent Comes First at Ryerson University

[Clear browsing history](#)
[Quick exit](#)



If you or someone else is in immediate danger:
Dial '80' from an internal phone or call 416-979-5040 to contact Ryerson Security


WHERE TO START

Tell yourself. Sometimes the first person survivors need to disclose to is ourselves. Too often we can internalize messages that it wasn't "so bad" or was somehow our fault.

Share with someone you trust. This is never easy but consider sharing with a friend, a coach, a co-worker, or your residence advisor if you live on-campus. Let them know what you need.

Seek medical care. Even if there are no obvious injuries or don't want to report the assault to the police, it is important to seek medical attention if the assault just happened. We can help you with that process - even accompanying you to a health care provider.

Connect with support. Contact Ryerson's coordinator of sexual violence support and education, [Farrah Khan](#). She is here to listen to you, and will help you access resources and make an informed decision about next steps - if and when you choose to.



Contact us
Email: osvse@ryerson.ca
Phone: 416.979.5000 ext. 3596

B

Begin by listening.

Don't pry or press for additional details.

R

Respect confidentiality.

Ensure they understand how and when you will share the information they have provided to you.

A

Ask them what support looks like for them.

Let go of assumptions. Reporting to the police is not every survivor's vision of justice.

V

Validate them.

Remind them it is not their fault and they are believed.

E

Empathize.

Understand everyone has a different way of healing from violence.

Bill 132: Sexual Violence and Harassment Action Plan

Legislation amended:

Ryerson policies impacted:

Sexual Violence Policy

January 1, 2017

Workplace Civility and Respect Policy

September 8, 2016

- Listing of supports on- and off-campus
- How to report
- Investigation and decision-making processes
- Elements of procedural fairness
- Appeal process



BOARD OF GOVERNORS MEETING
Date: November 24, 2016

AGENDA ITEM: Workplace Civility and Respect Policy Amendments

STRATEGIC OBJECTIVES:

- Academic
- Student Engagement and Success
- Scholarship, Research and Creative Activity
- Graduate Program Development
- Space Enhancement
- Reputation Enhancement
- Financial Resources Management
- ✓ Compliance (e.g. legislatively required)
- Governance

ACTION REQUIRED: For information and approval.

Review and approve the proposed amendments to the *Workplace Civility and Respect Policy* reflecting recent changes in legislation passed on March 8, 2016 pursuant to Bill 132. Accompanying amendments to the *Guide to Civility* are provided for information only.

SUMMARY:

Changes to the *Workplace Civility and Respect Policy* are required to reflect amendments to the *Occupational Health and Safety Act* (the "OHS Act") recently introduced through Bill 132 ("*An Act to amend various statutes with respect to sexual violence, sexual harassment and domestic violence*"). The portions of Bill 132 that amended the OHS Act came into force and effect on September 8, 2016.

BACKGROUND:

The *Workplace Civility and Respect Policy* (the "Policy"), first approved by the Board of Governors in 2004, sets out Ryerson's commitment to creating and maintaining a workplace culture of respect and civility, free from harassment. The Policy and the accompanying *Guide to Civility* (the "Guide") set out expectations for civil and respectful behavior and provide procedures for addressing complaints of incident of uncivil behavior or harassment in the workplace.

Recently the provincial government passed the *Sexual Harassment Action Plan Act* (Bill 132). In addition to the changes to the Ministry of Advanced Education and Skills Development Act already described in Agenda Item 7.1.1, Bill 132 included amendments to the provisions of the OHS Act pertaining to workplace harassment. Ryerson is updating the Policy and the Guide in order to comply with these legislative amendments.

The key changes to the OHS Act, reflected in the proposed changes to the Policy, include the following:

- The definition of “workplace sexual harassment” is included in the definition of “workplace harassment”.
- A workplace harassment program must:
 - Include options for employees to report an incident or complaint to another person if the manager is the alleged harasser.
 - Provide that information about a complaint must not be disclosed except where necessary for the purposes of investigation or corrective action.
 - Set out how incidents or complaints will be dealt with.
- The employer has a duty to conduct an investigation into incidents and complaints of workplace harassment that is appropriate in the circumstances.
- A worker who allegedly experienced workplace harassment and the alleged harasser must be informed, in writing, of the results of the investigation and any corrective action taken.

The amended Policy, with changes tracked, is attached to this memorandum for review and approval. The changes to the Guide are also attached for information.

COMMUNICATIONS STRATEGY: The changes to the OHS Act came into effect on September 8, 2016 and have been communicated to all employees, including leaders. On-line training, workshops and web resources are being developed to ensure awareness of the expectations, procedures and support resources that are available.

PREPARED BY:

Name: Christina Sass-Kortsak, Assistant Vice President Human Resources
Date: November 24, 2016

APPROVED BY:

Name: Janice Winton, Vice President Administration and Finance
Date: November 24, 2016

Workplace Civility and Respect Policy

- **Related Documents:** [Guide to Civility](#) [PDF]
- **Approval Dates:** April 2004, November 2011
- **Approved by:** Board of Governors
- **Jurisdiction:** Vice President, Administration and Finance, Human Resources
- **Last Reviewed: September 2016 for compliance with amendments to the Occupational Health and Safety Act. Pending Board approval in November 2016.**

Purpose

Ryerson University is committed to creating a culture of respect and civility that is free of harassment, where all members of the community share a commitment to academic freedom, open inquiry and the pursuit of knowledge.

Incivility and disrespect in the workplace can be a barrier to effective communication, coaching, and performance. The impact can be severe as it may result in employee turnover, low productivity, reduced morale, diminished loyalty, and physiological impacts such as stress and depression that can lead to increased absenteeism. Incivility can escalate and may lead to more severe behaviours including harassment and violence.

This Policy establishes the University's commitment to the maintenance of a civil workplace. Through this Policy, the [Guide to Civility](#) and the *Discrimination & Harassment Prevention Policy* **and the Sexual Violence Policy**, the University maintains a comprehensive harassment prevention policy and program as required by the *Occupational Health and Safety Act*.

Scope

This policy applies to all faculty and staff, as well as other individuals subject to the policy under terms of contracts or agreements. Issues of uncivil behaviour, including harassment, by students are governed by student codes of conduct.

This policy applies to **incidents and complaints relating to** uncivil behaviour **and workplace harassment** that may impact faculty and staff, regardless of whether or not persons responsible for the incivility are employees of the University. Managers and employees must fulfill their responsibilities as indicated in this policy, regardless of whether or not the actions or individuals involved are directly related to the workplace.

Principles

1. Workplace disputes and conflicts should be addressed using approaches that foster clear communication and candor, facilitate respectful interactions and yield solutions of mutual agreement.
2. Guidelines and actions taken under the policy should serve to strengthen University recruitment and retention of highly qualified and diverse faculty and staff.

3. Promoting civility and respect and early intervention will reduce the risk of incivility, including workplace harassment and violence.

4. Reports of incidents and complaints of incivility, including workplace harassment, must be dealt with in a confidential manner with the exception of disclosing information for the purpose of investigating an incident or complaint, or for taking corrective action, or as required by law.

Definitions

Civility

Civility involves treating others with dignity and respect, and acting with regard to other's feelings.

Disrespect must not be confused with legitimate comment and/or advice from managers and supervisors on the work performance or work-related behaviour of an individual or group. Feedback on work performance or work-related behaviour differs from incivility or harassment in that feedback is intended to assist employees to improve work performance or the standard of their behaviour.

Civility requires that even the most critical feedback be delivered respectfully, privately, and courteously.

Incivility

Incivility deals with a broad range of behaviours including, but not limited to, unprofessional behaviour; rudeness; shouting or swearing; intimidation or bullying; threatening comments or behaviours/actions; unsolicited and unwelcome conduct, comment (oral or written including email communication), gestures, actions or contact that cause offense, humiliation, or physical or emotional harm to any individual.

Incivility can be subtle or overt. It may be a single event or may involve a continuing series of incidents, and may involve the abuse of authority or position. Uncivil behaviour may be unintended or deliberately directed at another individual. In any case, the impact on that individual is what must be addressed.

Incivility can also create a poisoned work environment, which may affect more than one employee.

Specific actions that are considered uncivil such as, comment or conduct that a person knows or ought to know would be unwelcome, offensive, embarrassing or hurtful, rudeness, or display of offensive material can vary dramatically by place, time and context. Differences including, but not limited to, social role, gender, social class, religion and cultural identity may all affect the perception of a given behaviour. Consequently, a behaviour that is considered perfectly acceptable by some people, and in some cultures, may be considered inappropriate and rude by others.

Although incivility may be subjective or unintentional, this does not excuse the behaviour. Rather, these factors may provide an explanation that can help to resolve a complaint and guide future behaviour.

Many of the behaviours described above may fall within the Ontario *Human Rights Code* and the *Occupational Health and Safety Act* definitions of harassment. Harassment under the Ontario *Human Rights Code* occurs if the defined behaviour is related to a protected personal characteristic under the

<http://www.ryerson.ca/policies/board/workcivilitypolicy.html>

Code, for example, comments or conduct related to religion, race, disability, sex, gender or sexual orientation.

Workplace Harassment

Is defined under the Occupational Health and Safety Act as engaging in a course of vexatious comment against a worker in a workplace that is known or ought reasonably to be known to be unwelcome. It is not considered harassment if an employer or supervisor were to take reasonable action, relating to the management and direction of workers or the workplace. Workplace harassment includes “workplace sexual harassment”.

Workplace Sexual Harassment

Is defined under the Occupational Health and Safety Act as engaging in a course of vexatious comment or conduct against a working in a workplace because of sex, sexual orientation, gender identity or gender expression, where the course of comment is known or ought reasonably be known to be unwelcome, or making a sexual solicitation or advance where the person making the solicitation or advance is in a position to confer, grant or deny a benefit or advancement to the worker and the person knows or ought reasonably to know that the solicitation or advance is unwelcome

Note: Workplace Sexual harassment is also covered under the Discrimination and Harassment Prevention Policy.

Workplace Violence

The Ontario *Occupational Health and Safety Act* defines workplace violence as,

- a) the exercise of physical force by a person against a worker, in a workplace, that causes or could cause physical injury to the worker,
- b) an attempt to exercise physical force against a worker, in a workplace, that could cause physical injury to the worker,
- c) a statement or behaviour that it is reasonable for a worker to interpret as a threat to exercise physical force against the worker, in a workplace, that could cause physical injury to the worker.

Poisoned Work Environment

Where uncivil behaviors are sufficiently severe and/or pervasive and cause significant and unreasonable interference to the work environment, they may be deemed as creating an intimidating, hostile and offensive environment.

A poisoned environment can interfere with and/or undermine work performance and can cause emotional and psychological stress.

Although a person may not be the target of the behaviours, a person may feel the effects of certain harassing or discriminatory behaviours at their place of work.

<http://www.ryerson.ca/policies/board/workcivilitypolicy.html>

Manager

A manager is the person to whom an employee directly reports concerning matters related to their employment. Examples include, Dean, Chair, Director, Supervisor, Supervising Instructor, etc.

Policy

All managers, faculty and staff have a responsibility to act in good faith and be active participants in contributing to the creation and enhancement of a community culture of respect, inclusion, civility, dignity and understanding for the people with whom they work. This requires taking action to deal with incidents of incivility. All parties, at a minimum, are required to be open about concerns and listen to each other's point of view. Incidents of incivility cannot be ignored and must be addressed.

The employer has a duty to protect employees from workplace harassment including workplace sexual harassment and will conduct an investigation into the incident and complaint that is appropriate in the circumstances.

The *Discrimination and Harassment Prevention* policies and procedures apply when comment or conduct is related to protected personal characteristics under the *Ontario Human Rights Code*.

The *Environmental Health and Safety System* policy provides a framework for addressing workplace harassment and violence from a health and safety perspective. Incidents of workplace violence are managed under the University's *Violence Prevention & Response Program*.

Nothing in this policy shall be construed to impinge upon the academic freedom provisions specified in University collective agreements or policies. However, faculty, instructors and others, who have academic freedom rights, have a responsibility to exercise these rights in a civil and respectful manner.

Confidentiality will be maintained throughout the process. In accordance with the Occupational Health and Safety Act, the information obtained about an incident or complaint of workplace harassment including identifying information about any individuals involved, will not be disclosed unless the information is necessary for the purpose of investigating the incident or complaint; or for taking corrective action; or as required by law.

In accordance with the Occupational Health and Safety Act, employees who allege they have experienced workplace harassment and employees who are respondents will be provided with appropriate communication in writing of the results of the investigation and any corrective action that has or will be taken.

Roles and Responsibilities

Managers

Managers are responsible for creating and maintaining a positive and productive work culture. A manager's area of responsibility includes any matter that involves, impacts or potentially could impact the workplace. This includes dealing with inappropriate behaviour of, or towards, contractors, volunteers, students or others.

<http://www.ryerson.ca/policies/board/workcivilitypolicy.html>

Managers are accountable for identifying and addressing issues in a timely and fair manner. This involves coaching and counseling their employees and, if appropriate in the circumstances, taking disciplinary action. Actions taken must adhere to the principles of progressive discipline, as well as policy and collective agreement provisions, and established procedures for investigation of complaints.

Agreements with contractors or volunteers should include the requirement to adhere to this policy and include provisions to take action in cases of non-compliance.

In situations where employees are subjected to uncivil behavior, including harassment, by employees from other areas, their manager should discuss the situation and determine appropriate action in conjunction with the manager(s) of the employee(s) from the other area(s).

Incidents of workplace violence, and behaviours that may indicate a risk of workplace violence, must be reported as required by the University *Violence Prevention & Response* program.

Guidance for promoting a civil work environment and procedures for dealing with incidents of incivility are available in the *Guide to Civility*. Managers may seek advice and assistance from their manager/supervisor or Human Resources Management Consultant.

Employees

It is recommended that, whenever possible, employees should address incidents of incivility towards them directly with the individual responsible for the behaviour.

Employees may seek advice and assistance from their Manager, Human Resources Management Consultant, their unions or associations, and/or Discrimination and Harassment Prevention Services in matters of discrimination and harassment under the *Ontario Human Rights Code*. Details about dealing with incidents of incivility are available in the *Guide to Civility*.

All parties involved have a responsibility to act in good faith, communicate openly and listen to each other's points of view, and to try to resolve the complaint informally, where appropriate.

Reporting

Incidents of workplace violence and behaviours that may indicate a risk of workplace violence must be reported as required by the University *Violence Prevention & Response* program, including reporting incidents to a Manager.

In addition, any incidents of harassment, as defined under the *Occupational Health and Safety Act* must be reported to a Manager, even if the behaviour is by, or directed at a co-worker, student or visitor.

Normally, incidents and complaints of uncivil behaviour, including workplace harassment are reported to the Manager. However, in the event that the employee is not comfortable making a report or complaint to their Manager, the employee may report incidents or file a complaint of workplace harassment to a more senior Manager or Human Resources.

Guidance for promoting a civil work environment and procedures for dealing with incidents of incivility are available in the Guide to Civility. Managers should seek advice and assistance from their supervisor, Human Resources Consultant or other appropriate stakeholders when broader consultation is required.

<http://www.ryerson.ca/policies/board/workcivilitypolicy.html>

Jurisdiction

This policy falls under the jurisdiction of the Vice President, Administration and Finance. The application and interpretation of the policy is the responsibility of the Human Resources department.



GUIDE TO CIVILITY

Creating a culture of respect at Ryerson &
Dealing with incivility in the workplace

Last Updated: October 2016



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INTRODUCTION

The *Guide to Civility* provides recommended practices to promote civility in the workplace and processes to deal with incivility, including workplace harassment. It should be used in accordance and in concert with Ryerson's *Workplace Civility and Respect Policy*, which states:

"All faculty, instructors, managers and staff have a responsibility to act in good faith and be active participants in contributing to the creation and enhancement of a community culture of respect, inclusion, civility, dignity and understanding for the people with whom they work. This requires taking action to deal with incidents of incivility."

The Policy applies to incidents and complaints relating to uncivil behaviour that may impact faculty, instructors or staff, regardless of the status of individuals responsible for the incivility. The uncivil behaviour may be directed to, or by students, contractors or visitors. For definitions, please cross reference with the Ryerson's Workplace Civility and Respect Policy.

Note: Workplace Sexual harassment is also covered under the Discrimination and Harassment Prevention Policy.

Through this Guide, the *Workplace Civility and Respect Policy*, the *Discrimination & Harassment Prevention Policy* and the Sexual Violence Policy, the University maintains a comprehensive harassment policy and program as required by the *Occupational Health and Safety Act*. This Guide is also a part of Ryerson's Environmental Health and Safety System, which provides a comprehensive framework as mandated by the *Occupational Health & Safety Act*. This includes, but is not limited to, the *Environmental Health and Safety Management System Policy*, *Workplace Civility and Respect Policy*, *Discrimination and Harassment Prevention Policy*, the Sexual Violence Policy and the *Workplace Violence Prevention and Response Program*.

Nothing in this policy shall be construed to impinge upon the academic freedom provisions specified in University collective agreements or policies. However, faculty, instructors and others, who have academic freedom rights, have a responsibility to exercise these rights in a civil and respectful manner.

THESE GUIDELINES ARE INTENDED TO PROVIDE GUIDANCE ON THE APPLICATION OF LEGAL, COLLECTIVE AGREEMENT AND POLICY PROVISIONS IN SPECIFIC SITUATIONS, AND AID IN DECISION MAKING. WHAT DOES IT MEAN TO BE CIVIL?

Civility is about more than merely being polite, although being polite is an excellent start. Civility is about being aware of other people's feelings, and listening and seeking common ground as an initial point for dialogue when differences occur, while at the same time, recognizing that differences are enriching. Through positive, respectful communication, one person has the power to improve morale, productivity and teamwork.

HOW DOES INCIVILITY AFFECT THE WORKPLACE?

Incivility and disrespect in the workplace can be a barrier to effective communication, coaching, and performance. Incivility deals with a broad range of unacceptable behaviours which compromise and devalue the individual, and there may be severe psychological and physical



impacts. For example, violence in the workplace may have origins in minor acts of incivility long before the physical violence occurs.

At a basic level, incivility can be in the form of: rude comments; insensitive actions; unintentional slights; complaining; gossip; rumors; crude jokes; profanity. As issues escalate, incivility can become more verbally aggressive and can include yelling, belittling comments, intimidation and discriminatory comments. At its most extreme, incivility can take the form of violence or threats of violence.

Incivility can be subtle or overt. It may be a single event or may involve a continuing series of incidents, and may involve the abuse of authority or position. Uncivil behaviour may be unintended or deliberately directed at another individual. In any case, the impact on that individual is what must be addressed.

INCIVILITY, HARASSMENT AND VIOLENCE

Everyone that works, studies or visits Ryerson University has a right to do so free from harassment and violence.

The employer has a duty to protect employees from workplace harassment including workplace sexual harassment and will conduct an investigation into the incident and complaint that is appropriate in the circumstances. Most, if not all, of the behaviours described as incivility above can constitute harassment under the *Occupational Health and Safety Act* and the Ontario *Human Rights Code*. If behaviour is related to one or more personal characteristics that are protected under the *Human Rights Code*, the University's *Discrimination and Harassment Prevention* policy and procedures apply. Examples include comments or conduct related to religion, race, disability, sex, gender or sexual orientation.

If the behaviour is not related to one or more protected personal characteristics, the Workplace Civility and Respect Policy and this Guide apply.

Reporting

Incivility can also include violence. Workplace violence is managed under the *Workplace Violence Prevention and Response Program*, which requires all community members to report incidents of workplace violence and behaviours (including harassing behaviours) that may indicate a risk of workplace violence.

Normally, incidents and complaints of uncivil behaviour, including workplace harassment are reported to the Manager. However, in the event that the employee is not comfortable making a report or complaint to their Manager, the employee may report incidents or file a complaint of workplace harassment to a more senior Manager or Human Resources.

Guidance for promoting a civil work environment and procedures for dealing with incidents of incivility are available in this Guide. Managers should seek advice and assistance from their manager/supervisor or Human Resources Consultant.



BEING PROACTIVE TO CREATE A CIVIL WORK ENVIRONMENT

Managers

A manager, with the assistance of HR, will normally investigate an incident or complaint. The complaint will be provided to a more senior manager or a manager in Human Resources if the employee's manager is the subject of the incident or complaint. Examples of Managers include, Dean, Chair, Director, Supervisor, Supervising Instructor, Human Resources Manager etc.

Managers and supervisors regularly comment and offer advice on the work performance or work-related behaviour of their employees. Legitimate comment and/or advice is not a sign of disrespect. It differs from incivility or harassment in that feedback is intended to assist employees to improve work performance or the standard of their behaviour. However, civility does require that even the most critical feedback be delivered respectfully, privately and courteously.

The following tips can help managers be proactive in creating a congenial and team orientated work environment.

1. Treat your employees, peers and superiors with respect.
2. Tap your employees' hidden talents and bring them to the front.
3. It is not wise to play favorites and show bias when dealing with your employees.
4. Trust your employees to do their jobs effectively.
5. Praise in public. Pointing out an employee's mistake in public has the worst kind of demoralizing effect. On the other hand, complimenting them on a job well done in the presence of others serves to motivate them to perform better. Of course, sometimes constructive criticism and feedback, e.g. of a proposal, is the purpose of a meeting or group discussion. Managers should depersonalize the discussion.
6. Do not over react to mistakes that happen inadvertently. Instead, help employees understand the error so they do not repeat it. A loud, condescending or rude tone of voice will only make your employees tune out the message you are trying to convey.
7. Make them feel they count. Every employee likes to know that he/she is making a positive contribution. The fact that they make a difference will drive them to be more productive.
8. Constructive criticism works. If you feel that an employee has the potential to do much better at their job, take him or her aside to discuss. Sometimes, the belief that a superior has in you pushes you to achieve more.
9. Do not flaunt your authority; "You have to do it because I say so" is not the way to get employees' respect. You may get the job done but lose your employees' loyalty in the process, and may eventually lose them to another employer.



Employees

The following tips can help employees be proactive in creating a congenial and team orientated work environment.

1. Treat your co-workers, peers and superiors with respect.
2. Before acting, consider the impact of your words and actions on others.
3. When there is an issue, try talking to the other person directly and not to co-workers behind their back.
4. Don't take feedback, suggestions or constructive criticism of your work as a personal attack. See it as a positive contribution and inspiration to excel.
5. Be careful about making assumptions about other people's behaviour and intent based on your values, beliefs and customs. Specific actions that are considered polite or rude can vary dramatically by place, time and context. Differences, including but not limited to, social role, gender, social class, religion and cultural identity may all affect the perception of a given behaviour. Consequently, a behaviour that is considered perfectly acceptable by some people, and in some cultures, may be considered rude by others.
6. Acknowledge the contributions of other employees.
7. Understand your triggers or "hot buttons." Knowing what makes you angry and frustrated enables you to manage your reactions and respond in a more appropriate manner.
8. Be willing to apologize sincerely to people if you said or did something that may have offended them.
9. Use active listening when discussing issues with others.

Active Listening

When applied in appropriate situations, active listening is one of the most important skills people can have in dealing with and avoiding issues of incivility. How well you listen has a major impact on your job effectiveness and on the quality of your relationships with others. There are five key elements of active listening. They all help ensure that you really hear the other person, and that the other person knows you are hearing what they are saying.

1. Pay attention. Give the speaker your undivided attention, and acknowledge the message.
2. Show that you are listening. Use your own body language and gestures to convey your attention. Recognize that non-verbal communication also "speaks" loudly.
3. Provide feedback. Our personal filters, assumptions, judgments, and beliefs can distort what we hear. As a listener, your role is to understand what is being said. This may require you to reflect what is being said and ask questions.
4. Defer judgment. Interrupting is a waste of time. It frustrates the speaker and limits full understanding of the message.



5. Respond Appropriately. Active listening is a model for respect and understanding. You are gaining information and perspective. Even if you don't agree with another person's perspective, you should respect and acknowledge their feelings.

DEALING WITH INCIVILITY

In order to create and maintain a civil culture and environment it is important to identify incidents of incivility, such as harassment, and to deal with these incidents quickly and appropriately. Addressing incidents of incivility as soon as possible is an important preventative measure to reduce the risk of escalating severity of behaviour and the potential for workplace violence.

The following guidelines apply to all faculty, instructors and staff, as well as other individuals subject to the policy under terms of contracts or agreements.

COURSES OF ACTION

Whenever feasible, the following steps should be followed in addressing civility related concerns and complaints:

1. Peer to peer communication: The parties involved should attempt to resolve issues in the moment or as soon as possible from when the uncivil actions occurred.
2. If the parties involved cannot effectively resolve the issue on their own, the complainant(s) should notify their manager(s). If the employee's manager is the subject of the incident or complaint, the complaint should be sent to a more senior Manager or a manager in Human Resources. The manager(s) will make inquiries into the issue, and will attempt to remedy the situation within a reasonable time period.
3. In the event that the matter is still not resolved, the complainant(s) may exercise their right to lodge a formal complaint with their manager(s) or Human Resources, which must be submitted in writing.

The procedures outlined below are to be used to deal with all incidents of incivility, including workplace harassment involving employees as well as community members. However, they may be superseded by applicable collective agreements or existing policies or procedures.

**If you ever have an immediate fear for your safety,
call Security and Emergency Services at “80” or 416-979-5040.**

Incivility Investigation

Managers with the support of Human Resources are accountable for identifying and addressing issues, such as harassment, in an appropriate manner. Managers may seek advice and assistance at any time from their manager or Human Resources Consultant or other appropriate stakeholders when broader consultation is required. Managers must act in a confidential



manner, and involve only those who need to know, either to respond or to effectively address complaints.

Managers, in consultation with Human Resources, must determine whether or not the employee's concerns should be addressed under the *Workplace Civility and Respect Policy* and guide, or whether another policy/procedure is appropriate, e.g. *Discrimination and Harassment Prevention* or the Sexual Violence policy. If the concerns do not fall under this guide, employees must be informed regarding how the matter should/will be addressed.

Following is an outline of steps to be taken to deal with cases of incivility involving employees. Where more than one manager is involved, this is a joint responsibility.

Step 1: Intake

1. Speak with the complainant to understand his or her perspective.
2. Determine whether complaint involves the kind of behaviour that can be dealt with a simple intervention between the parties. Consider the seriousness of the allegation and the complainant's feelings. If the allegation is serious, relates to prolonged behaviour or if the complainant expresses serious concern, the complaint should be investigated.
3. Assess whether the matter should be investigated under another policy. Harassment allegations related to personal characteristics protected by the Ontario *Human Rights Code* should be referred to the Human Rights Services Office for investigation.

Assess whether any behaviours that may indicate a risk of workplace violence must be reported. Managers must report such behaviours and seek assistance in managing the risk of violence from a Human Resources Consultant (regarding employees whose behaviours may indicate a risk of workplace violence) or the Student Conduct Officer (regarding students whose behaviours may indicate a risk of workplace violence).

Step 2: Making Inquires and Fact Finding

1. Investigate to understand complainant's perspective on the situation.
2. Investigate to understand respondent's perspective on the situation.
 - a. If the respondent is a member of a union or association, inform them they may have a steward present.
 - b. If the employee declines union representation, have them sign a waiver.
3. Understand any witness' perspective on the situation (if applicable).
4. Make notes of conversations, including specific details of what was discussed: who, what, when, where, why.
5. Assess whether you have gathered all relevant information (including emails, etc.). Before concluding the investigation, assess whether the respondent or complainant have been given fair chance to consider and give input on the other party's position and evidence.

Step 3: Review & Analysis

1. Review all information gathered (including emails, etc.)



2. Seek advice from an HR Consultant on the validity of your conclusions.
3. Draw conclusions about what happened and how it happened. Draw conclusions about whether the complaint is substantiated i.e., whether the respondent was uncivil and/or whether the respondent engaged in harassment.

Step 4: Develop Response

1. Review relevant collective agreement provisions and disciplinary history. Decide how the complaint will be resolved.
2. In situations involving employees from more than one area, managers from each of the areas should discuss the situation and collectively determine appropriate action.
3. Generally, if a complaint is found to be substantiated it will result in some level of corrective action involving the respondent. The type of corrective action taken will depend on all the circumstances, including what happened and how, the respondent's job responsibilities and disciplinary history and the respondent's reaction to the investigation.
4. The usual practice of the university is to deal with instances of inappropriate and unacceptable behaviour through progressive action. Therefore, you need to determine appropriate options for addressing the situation which may include but are not limited to:
 - a. Communication of standards and expectations concerning performance, conduct and/or behaviour.
 - b. Coaching
 - c. Letter of counsel (written documentation of above);
 - d. Verbal reprimand, if appropriate;
 - e. Written reprimand, if appropriate;
 - f. Suspension(s) without pay or other financial sanctions;
 - g. Termination

Seek advice from an HR Consultant in determining the appropriate action.

5. Managers need to communicate to the respondent that if expectations are not met, progressive action will be taken up to and including dismissal. They also need to let the complainant know about the expectations placed on the respondent and action they have taken.
6. Managers will monitor the situation, and follow up with the complainant to ensure that uncivil behaviours have ceased, and to ensure there is no escalation.

In cases of gross misconduct, significant disciplinary steps may be taken without proceeding through all of the progressive steps. It is important to note that the provisions of the respondent's collective agreement and/or University policies will guide decision makers with respect to the imposition of discipline and/or sanctions.

Confidentiality will be maintained throughout the process. In accordance with the *Occupational Health and Safety Act*, the information obtained about an incident or complaint of workplace harassment including identifying information about any individuals involved, will not be



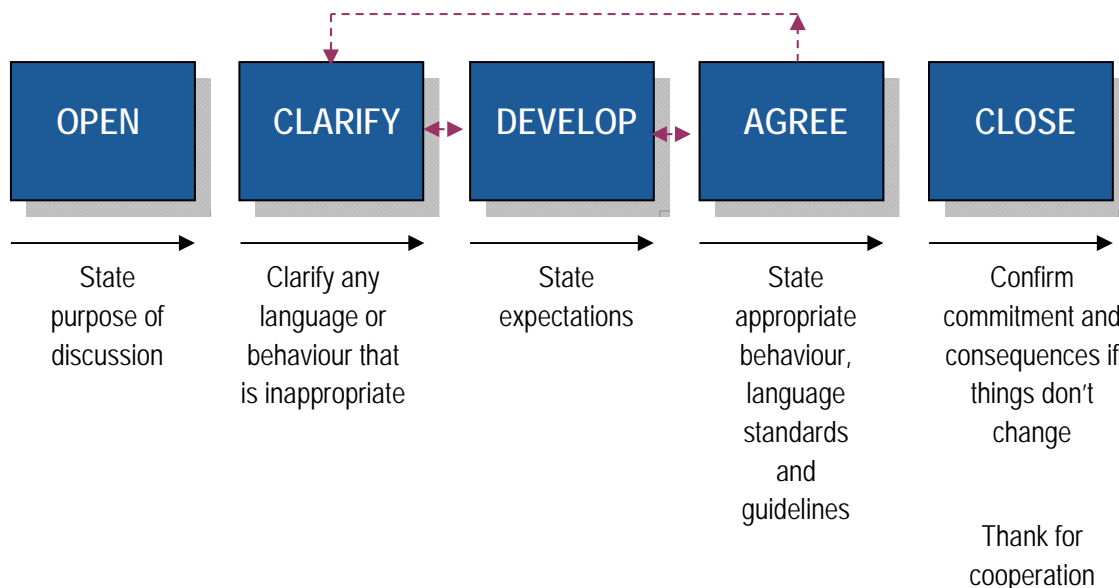
disclosed unless the information is necessary for the purpose of investigating the incident or complaint; or for taking corrective action; or as required by law

In accordance with the *Occupational Health and Safety Act*, employees who allege they have experienced workplace harassment and employees who are respondents will be provided with appropriate communication in writing of the results of the investigation and any corrective action that has or will be taken.

Structuring a Conversation about Incivility

The Workplace Civility and Respect Policy states that the first step, whenever possible, is to approach the person whose conduct is at issue. That person may not be aware of how his/her behaviour is affecting you or others and should be given an early opportunity to change their behaviour.

Approaching someone regarding a civility issue can be difficult. Employees may seek advice and assistance at any time from their manager, Human Resources Consultant, their unions or associations. The following model outlines a basic coaching model, and can be used as a tool to help you structure a conversation about incivility in a positive and productive manner that respects both parties, and helps you to come to a resolution. We have also provided some sample statements to help get you started.



Step 1: Open - State purpose of discussion.

- I've asked for this meeting to talk about...
- I appreciate you giving me the opportunity to discuss this problem with you.
- Can I see you for a minute? I'd like to talk about...



Step 2: Clarify - Identify issues and concerns; clarify any language or behaviour that is inappropriate.

- What exactly was said/done?
- Has this behaviour happened before?
- Who else has been affected?
- Can you tell me more about what happened?
- Do you think what you said/did is consistent with our *Workplace Civility and Respect Policy*?

Step 3: Develop - Explore needs and discuss ideas; state expectations.

- How can we resolve this situation?
- Are you comfortable addressing the person directly?
- You may not think it's serious, but it's important to be respectful of each other.
- What can I do to help?
- What can you do to help?
- What would you like to see done differently?

Step 4: Agree - Discuss and agree on specific actions. State appropriate behaviour, language standards and guidelines. Sometimes, you may have to go back and re-clarify specific details or courses of action, to ensure both parties have a clear understanding.

- In the future I need you to...
- Here's what we talked about...
- Here are the next steps we agreed on, including my role...
- Regardless of ____, we need to act with civility and respect towards each other.

Step 5: Close – Confirm commitment. Confirm consequences if things don't change; thank for co-operation.

- Thanks for bringing this to my attention.
- Thanks for having this discussion with me.

Tips for Talking about Your Own Behaviour

We know that civility can often be unintentional, and there may be times when you may not have intended to offend another person. These conversations may be difficult, especially if you feel you have done nothing wrong. The following are some tips you can follow to help ensure the conversation remains positive and productive. Remember, at the end of the day, you are trying to have productive, cooperative and collaborative relationships with the people you work with.

- Try not to become defensive.
- Listen without interrupting.
- Really listen – do not plan your response until the person is finished talking.
- Reflect back what you are hearing.



- Ask clarifying questions.
- If you do not understand what they would like you to change, ask.
- Try to imagine their perspective, and how it is affecting their work and life.
- Remember, if they have come to you, it is serious to them.
- If you feel your behaviour has been misunderstood, explain.
- Try to agree on future interactions.

INCIVILITY BY OTHERS TOWARDS EMPLOYEES

In cases where an employee makes a formal complaint about incivility by someone who is not an employee, e.g. student, volunteer, visitor, contractor, etc., the manager of the complainant must investigate and determine appropriate action in consultation with the appropriate University representative. For example, in cases involving incivility by students, this would normally be the Student Conduct Officer. In cases involving incivility by contractors, consultation would take place with the University representative responsible for the contract.

Depending on the circumstances, appropriate actions may include banning an individual from the campus, establishing agreements where the complainant and respondent do not contact each other, or terminating a contract or volunteer assignment.

INCIVILITY BY EMPLOYEES TOWARDS OTHERS

In cases where a complaint of incivility is made about an employee by someone who is not an employee, e.g. student, volunteer, visitor, contractor, etc., the manager of the respondent must investigate and determine appropriate action in consultation with the appropriate University representative, if any. In cases involving incivility towards contractors, consultation would take place with the University representative responsible for the contract.

Progressive action may be taken against the employee on the same basis as outlined above for cases where the complainant is an employee.



DRAFT RESOLUTION

RE: Workplace Civility and Respect Policy Amendments

BE IT AND IT IS HEREBY RESOLVED:

THAT the amendments to the Workplace Civility and Respect Policy be approved as presented.

November 24, 2016



BOARD OF GOVERNORS

November 24, 2016

AGENDA ITEM: Amendments to the Environmental Health and Safety Management System Policy

STRATEGIC OBJECTIVES:

- Academic
- Student Engagement and Success
- Scholarship, Research and Creative Activity
- Graduate Program Development
- Space Enhancement
- Reputation Enhancement
- Financial Resources Management
- ✓ Compliance (e.g. legislatively required)
- Governance

ACTION REQUIRED: For information, review and approval.

Review and approve the proposed changes to the Environmental Health and Safety (EHS) Management System Policy reflecting recent amendments to the Ontario Occupational Health and Safety Act (OHS Act).

SUMMARY:

Changes to the Environmental Health and Safety Management System Policy are required to reflect amendments to the Occupational Health and Safety Act (OHS Act) introduced through Bill 18 (*"An Act to amend various statutes with respect to employment and labour"*) and Bill 132 (*"An Act to amend various statutes with respect to sexual violence, sexual harassment and domestic violence"*).

1. Bill 18 – Expanded Definition of Worker

As noted in the 2015 EHS Report to the Board of Governors presented in 2016, the Ryerson environmental health and safety (EHS) strategy continued to be responsive to substantive regulatory expansion of risk management due diligence requirements. Bill 18 (*"An Act to amend various statutes with respect to employment and labour"*) introduced a significant change to OHS Act scope, broadening the definition of "worker" to include unpaid student workers, such as research interns, those in placements, etc.

Since the passing of Bill 18, the University has taken steps to ensure due diligence respecting these amendments. As such, the following changes to the Environmental Health and Safety Management System Policy are required:

- a. Incorporate the expanded definition of "worker"; and
- b. Include corresponding provisional health and safety rights and responsibilities of students within the Ryerson workplace who meet the new definition of "worker".

2. Bill 132 – Workplace Harassment to Include Workplace Sexual Harassment

The legislated amendments introduced through Bill 132 (*"An Act to amend various statutes with respect to sexual violence, sexual harassment and domestic violence"*) have already been presented to the Board in an earlier agenda item on today's agenda (November 24, 2016).

The related proposed required change to the EHS Management System Policy is:

- c. To incorporate the expanded definition of "workplace harassment" to include "sexual harassment".

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

In 2000, the Board accepted new policy provisions which incorporated non legislative EHS rights and responsibilities of all Ryerson students.

COMMUNICATIONS STRATEGY: N/A

PREPARED BY:

Julia Lewis, Director, Integrated Risk Management
November 4, 2016

APPROVED BY:

Janice Winton, Vice President, Administration and Finance
November 8, 2016

ENVIRONMENTAL HEALTH AND SAFETY (EHS) MANAGEMENT SYSTEM POLICY

(tracked proposed amendments November 7, 2016)

Approval Dates: September 2003, November 2011

Approved by: Board of Governors

Jurisdiction: Vice President, Administration and Finance

Introduction

This document describes the Environmental Health and Safety (EHS) Management System to be implemented at Ryerson University. An Environmental Health and Safety System is comprehensive; covering all functions, positions and activities, and is workplace-specific.

It consists of:

1. an EHS Policy statement that provides the overarching norm that the EHS System is designed to promote;
2. a set of prescriptive principles that further develop the meaning and intent of the EHS Policy statement;
3. organizational statements that outline the distribution of authority, responsibility and accountability for EHS throughout the organization; and
4. an interlocking set of EHS programs, where each program is associated with a set of EHS concerns and details the responsibilities, procedures, standards and so forth that address those EHS concerns.

The EHS management system is incorporated within the University's EHS risk management strategy and is designed to facilitate due diligence under the Ontario Occupational Health and Safety (OHS) Act and Ryerson's commitment to a duty of care for the learning environment.

The system establishes the means by which each member of the Ryerson community can achieve their personal legal responsibilities within the statutory duties of the internal responsibility system and obligations inherent in their relationship with Ryerson.

Definitions

Civility: Civility involves treating others with dignity and respect, and acting with regard to other's feelings.

Disrespect must not be confused with legitimate comment and/or advice from managers and supervisors on the work performance or work-related behaviour of an individual or group. Feedback on work performance or work-related behaviour differs from incivility or harassment in that feedback is intended to assist employees to improve work performance or the standard of their behaviour.

Civility requires that even the most critical feedback be delivered respectfully, privately, and courteously.

Due Diligence: taking all steps that are reasonable in the circumstances to avoid harm.

Harassment: a course of unwanted remarks, behaviours, or communications in any form, where the person responsible for the remarks, behaviours or communications knows or ought reasonably to know that these are unwelcome. Harassment includes workplace harassment and workplace sexual harassment.

Hazard: a dangerous object, event, behaviour or condition which can interrupt or interfere with the expected orderly progress of an activity. The Ontario OHS Act recognizes that persons' behaviors can constitute a workplace hazard where such behaviors are likely to expose a worker to physical injury.

Internal Responsibility System: the philosophical approach to health and safety, which underlies the Ontario OHS Act, whereby responsibility for health and safety is shared by all parties in the workplace.

Officer: the following persons are officers of Ryerson: The President, Provost and Vice Presidents and the Secretary to the Board.

Program: an integrated set of responsibilities, measures and procedures, standards and major activities required to accomplish objectives and fulfill principles under a system.

Remuneration: financial compensation or acknowledgement of any form including bursaries, stipends or salary for work or activity performed on behalf of the University.

Safe: a condition where risks are as low as reasonably practicable, with no significant residual risk.

Supervisor: a person who has charge of an area or activity involving a worker, or authority over a worker.

System: an organized or complex whole, whereby the parts (programs and principles) perform in an integrated manner so as to affect the overall purpose of the system (the Policy Statement).

Worker: a person who performs work, or supplies services for monetary compensation and includes an employee of Ryerson, and students or other individuals receiving any remuneration from Ryerson. In accordance with the Ontario Occupational Health and Safety Act a worker also includes: "a secondary school student who performs work or supplies services for no monetary compensation under a work experience program authorized by the school board that operates the school in which the student is enrolled, a person who performs work or supplies services for no monetary compensation under a program approved by a college of applied arts and technology, university or other post-secondary institution, a person who receives training from an employer, but who, under the *Employment Standards Act, 2000*, is not an employee for the purposes of that Act because the conditions set out in subsection 1(2) of the Act have been met, and such other persons as may be prescribed who perform work or supply services to an employer for no monetary compensation."

Workplace: any land, premises, location or thing at, upon, in or near which a worker works.

Workplace Harassment:

- (a) Engaging in a course of vexatious comment or conduct against a worker in a workplace that is known or ought reasonably to be known to be unwelcome, or
- (b) Workplace sexual harassment

Workplace Sexual Harassment:

- (a) Engaging in a course of vexatious comment or conduct against a worker in a workplace because of sex, sexual orientation, gender identity or gender expression, where the course of comment or conduct is known or ought reasonably to be known to be unwelcome, or
- (b) Making a sexual solicitation or advance where the person making the solicitation or advance is in a position to confer, grant or deny a benefit or advancement to the worker and the person knows or ought reasonably to know that the solicitation or advance is unwelcome

Workplace Violence: the exercise of physical force by a person against a worker, in a workplace, that causes or could cause physical injury to the worker, an attempt to exercise physical force against a worker, in a workplace, that could cause physical injury to the worker or a statement or behaviour that it is reasonable for a worker to interpret as a threat to exercise physical force against the worker, in a workplace, that could cause physical injury to the worker.

Note: force applied that is authorized by law, is not considered workplace violence.

Purpose

The purpose of the EHS Management System Policy is:

1. to affect compliance with the legal duty on employers (Occupational Health and Safety Act (OHSA) s.25(2) (j) to develop a written health and safety policy and implement supporting programs;
2. in addition, the described EHS System, insofar as it is implemented and maintained current, is the means by which the Board of Governors and the senior officers of Ryerson may comply with their personal legal duties (OHSA s.32) to ensure that Ryerson complies with the OHSA and regulations; and demonstrate their commitment to a duty of care for the learning environment; and
3. by formalizing and clarifying the health and safety responsibilities of each individual in the Ryerson community; and detailing specific prudent actions within the system, our individual efforts and shared accountability for due diligence should result in the reduction of injury and illness at Ryerson and the promotion of individual health and well-being.

Scope

This policy applies, but is not limited to, the Board of Governors, the President, Provost and Vice President, vice presidents, vice provosts, deans and senior directors, chairs, academic directors and managers, principal investigators, research personnel (post doctoral fellows, research associates and research assistants), managers and supervisors, faculty, staff and students.

The University community is made up of students, staff, faculty, instructors, scholars, researchers and a variety of visitors and guests, including, but not limited to, visiting professors and scholars, adjunct professors, guest lecturers and volunteers who are conducting work or activity on behalf of the University.

While the OHS Act is primarily focused on rights and responsibilities of the employer and workers (employees), the University expressly promotes the health, safety and security of all members of its community through internal policy and measures.

Policy Statement

The University recognizes that, integral to the attainment of its mandate, is the assurance of a healthy and safe work, learning, research, teaching, living and recreational environment and a community culture of civility in the workplace.

In achieving this commitment, the University shall do everything reasonably practicable by ensuring that measures are in place to support the internal responsibility system, whereby every member of the community shares responsibility for health and safety, security, harassment prevention and preservation of a civil and respectful environment.

The University will enable this shared responsibility by integrating EHS due diligence into all planning and decision-making processes, establishing management policies, programs, procedures and practices to identify and address health and safety risks. This includes risks of workplace violence and providing support to our community members who must take appropriate actions for the prevention of illness and injury and response to accidents, incidents, near misses and concerns.

It is recognized that the University has other policies and agreements in place that pertain to health and safety, including, but not limited to the,

- Student Code of Non Academic Conduct,
- Discrimination and Harassment Prevention policy,
- Workplace Civility and Respect Policy,
- Safe and Secure Campus policy,
- Sexual Violence Policy,
- Collective Agreements,

- Evacuation of University Buildings in the Event of Fire or Other Emergency,
- Workplace Hazardous Materials Information System (WHMIS), and
- Workplace Safety and Insurance Board, Illness and Disability Management System.

This policy provides a health and safety management system framework for such policies and related prevention programs. These programs integrate relevant provisions of other University policies, under the authority of the OHS Act and the Employers internal responsibility system.

Statements of Principle

The following statements of principle are to guide the implementation of the Policy Statement:

1. The underlying philosophy of Ryerson's Environmental Health and Safety Management System is that of "internal responsibility", wherein health and safety hazards can best be dealt within the University itself through communication and cooperation; that is, the responsibility for risk management is shared by the entire Ryerson community.
2. Every individual at Ryerson has the right to work and conduct research, teach, live and participate in recreational activities in a healthy and safe environment, where hazards are identified and managed, including violence and harassment. In turn, is expected that individuals be actively involved in integrating EHS risk management into all their activities.
3. It is recognized that there is a continuum where harassment or incivility can lead to violence if not dealt with appropriately. Therefore, addressing incidents of harassment or incivility in a timely manner is an important preventative measure to reduce incidents of workplace violence.
4. The achievement of due diligence will be encouraged by the provision of an adequate infrastructure, assurance of core competencies, integration of a comprehensive and adaptable EHS risk management system into all administrative and academic activities and implementation of an EHS system performance audit program.
5. The Environmental Health and Safety Management System will be audited through evaluation of the constituent programs of the EHS System, and through evaluation of the performance of each party in the workplace who has specific responsibilities under the EHS System.
6. The EHS Management System will be coordinated with Ryerson's policies and programs regarding the health, safety and security of students, visitors and others who are present at Ryerson but who are not workers within the meaning of health and safety legislation.
7. Ryerson will develop, implement and maintain current, an Environmental Health and Safety Management System, consisting of specific EHS policies, programs, and guidelines which will fulfill Ryerson's EHS Management System Policy statement.

Roles and Responsibilities

The following statements outline the distribution of authority, responsibility and accountability for EHS throughout the Ryerson community. These arrangements constitute the legal ***internal responsibility system*** and supporting resources.

These measures are the means by which due diligence of the employer, its workers and supervisors, as prescribed under the OHS Act can be demonstrated.

Further, they constitute the University's expressed expectations of all members of the Ryerson community.

Governors and the Officers of Ryerson

Every Governor and every Officer of Ryerson shall take all reasonable care to ensure that Ryerson complies with EHS legislation, as well as the orders and requirements of Ministry of Labour personnel in their administration of the EHS legislation.

Ryerson Board of Governors

The Board is responsible for ensuring that:

1. an EHS management system and supporting programs are established and are comprehensive, adaptable and adequately resourced;
2. systems are in place to ensure the competency and viability of the internal responsibility system;
3. due diligence is demonstrated through documentation and audit; and
4. the subject of the development, implementation, maintenance and effectiveness of the Environmental Health and Safety Management System appears annually on the agenda of the Board's review of the University's operations.

President

The President is responsible to the Board for directing the health and safety activities of the University and for ensuring that:

1. an Environmental Health and Safety risk management strategy for the University is developed and implemented;
2. health and safety risk management is integrated into all strategic planning processes of the University;
3. the annual performance review of those persons reporting to the President includes measurement of the performance of applicable responsibilities under the Environmental Health and Safety Management System; and
4. the subject of the development, implementation, maintenance and effectiveness of the Environmental Health and Safety Management System appears annually on the agenda of the President's review of the University's operations.

Provost and Vice Presidents

The Provost and Vice Presidents are responsible to the President for directing the health and safety activities of the University and for ensuring that:

1. an Environmental Health and Safety Management System is developed, implemented and maintained current for the University;
2. a Joint HS Committee is established;
3. the portfolios of University Chemical Safety Officer, Radiation Safety Officer and Bio-safety Officer are appointed;
4. the annual performance review of those persons reporting to the Provost and Vice Presidents includes measurement of the performance of applicable responsibilities under the Environmental Health and Safety Management System; and
5. the subject of the development, implementation, maintenance and effectiveness of the Environmental Health and Safety Management System appears semi-annually on the agenda of the Provost and Vice Presidents' review of the University's operation.

Vice President, Administration and Finance

The Vice President, Administration and Finance is responsible to the President for coordinating the University's activities regarding the development and implementation of the University's EHS risk management strategy and system and for assuring the competency and performance of the internal responsibility system.

Director, Integrated Risk Management (IRM)

The Director, Department of Integrated Risk Management (IRM), is responsible to the Vice President, Administration and Finance, for developing the University's risk management strategy, system and programs and for directing the University's activities relating to EHS due diligence.

Deans, Senior Directors, Registrar, and Chief Librarian

The deans, senior directors, the registrar and the chief librarian are responsible to their respective Vice President, for ensuring that:

1. EHS risk management is integrated into all aspects of planning and decision-making within their respective faculties and departments;
2. the EHS policies and programs applicable to their faculties and departments are developed, implemented, evaluated, maintained current and are adequately resourced;
3. the internal responsibility system within their areas is competent and its performance is evaluated;

4. the annual performance review of those persons reporting to the deans, senior directors, registrar and chief librarian includes measurement of the performance of applicable responsibilities under the Environmental Health and Safety Management System; and
5. the subject of the development, implementation, maintenance and effectiveness of the applicable EHS programs appears annually on the agenda of their review of operations.

Chairs, Academic Directors and Managers

Each chair, academic director and manager is responsible to their respective dean or senior director for ensuring that:

1. the EHS policies, programs and practices set out in the Environmental Health and Safety Management System are implemented and maintained within the department where applicable;
2. EHS risk management is integrated into all aspects of planning and decision-making within their respective areas;
3. risk assessments are performed for all activities which have actual or potential hazards, including those associated with undergraduate, graduate and research programs and projects conducted at Ryerson and within locations outside of Ryerson;
4. EHS procedures and practices are developed, implemented and maintained current to manage the EHS risk specific to the activities occurring within their respective areas;
5. the competency and performance of the internal responsibility system within their areas, as outlined in guidelines established by the Department of Integrated Risk Management, is achieved and maintained;
6. adequate supervision, training, written instructions, and information is provided to all individuals working and learning within their areas to manage EHS risk and demonstrate due diligence;
7. annual EHS management system performance reviews are conducted. These include examining accident profiles, workplace inspection findings, health and safety concerns, training activities and other factors to assist in determining EHS performance and planning priorities;
8. a Departmental Safety Officer is appointed to assist them in fulfilling the requirements of the Environmental Health and Safety Management System; and
9. where necessary, a Departmental Safety Committee is formed to assist them in fulfilling the requirements of the Environmental Health and Safety Management System.

Supervising Faculty and Staff

Any faculty or staff member having charge over an area or activity, or with any degree of authority over an individual receiving any form of remuneration, is responsible to their respective chair, academic director or manager for ensuring that:

1. the hazards associated with the area or activity have been identified and the necessary risk control and emergency response measures are identified, documented, communicated and implemented;
2. all individuals under their supervision have been informed of hazards and instructed on the necessary risk control and emergency response measures, including hazards posed by individuals with a history of violent behavior when the risk of workplace violence posed by such behaviors is likely to expose a worker to physical injury;
3. the applicable University and departmental EHS policies, programs, procedures and practices associated with the area and activity under their supervision are communicated and implemented;
4. workplace inspections, monitoring and accident reporting and investigation are routinely conducted to ensure the integrity of risk control and emergency response measures; and
5. any observed hazards or lapses in the functioning of an EHS program, and other EHS concerns are responded to promptly.

Principal Investigators

Principal Investigators are responsible to their respective chair or academic director for ensuring that:

1. risk assessments are performed on all research projects which have actual or potential hazards;
2. all individuals engaged in activity associated with the research project are informed and instructed on the hazards and related risk control and emergency measures;
3. any individual assigned to a supervisory role is competent according to guidelines established by the Department of Integrated Risk Management (~~Environmental Health & Safety and Security~~);
4. the applicable University and departmental EHS policies, programs, procedures and practices associated with the area and activity under their supervision are communicated and implemented;
5. workplace inspections, monitoring and accident reporting and investigation are routinely conducted to ensure the integrity of risk control and emergency response measures; and
6. any observed hazards or lapses in the functioning of an EHS program, and other EHS concerns are responded to promptly.

Faculty Members and Instructors

Insofar as a member of the teaching faculty or an Instructor is a “worker”, the member shall exercise the rights and duties of a worker within the meaning of the OHS legislation and as further developed in this document.

Where a member of the teaching faculty or an Instructor is a “supervisor”, the member shall exercise the rights and duties of a supervisor within the meaning of the OHS legislation and as further developed in this document.

In the circumstance where a member of the Teaching Faculty or an Instructor serves in an administrative role that is identified in this document as having responsibility, authority and accountability for an OHS program (or part thereof), they shall fulfill the requirements of the EHS program with a view to fulfilling the intent of the EHS Policy.

Consistent with these obligations and a duty of care for their students, each faculty member and instructor is responsible to their respective chair or academic director for ensuring that:

1. the curriculum is designed and conducted to ensure that the management of risk to students reflects the policies, procedures and practices established by the University, the Department of Integrated Risk Management, the Faculty and academic department, school or centre;
2. risk assessments are performed for any activity with inherent EHS risk; and
3. students are informed of their rights and responsibilities and the hazards associated with the course activity or environment and are instructed on risk and emergency control measures.

Supervisors of Independent Contractors

Any employee of Ryerson who is responsible for overseeing a contract for goods or services between Ryerson and an independent contractor shall ensure that:

1. the contract documents refer to applicable requirements under Ryerson’s Environmental Health and Safety Management System and state that Independent contractors will be responsible for meeting applicable requirements of Ryerson’s EHS Policy and programs, when their workers are present in the Ryerson workplace, so as to protect both their workers and the members of the Ryerson community;
2. relevant EHS information is communicated between Ryerson and the independent contractor; and
3. that contract requirements for complying with Ryerson’s EHS Management System are monitored and, wherever possible, enforced.

All Employees, and Individuals Receiving Financial Remuneration and Unpaid Student Workers

Every Ryerson employee, individual receiving financial remuneration from Ryerson for work performed in the Ryerson workplace and unpaid student who meets the definition of “worker” under the Occupational Health and Safety Act, is a “worker” within the meaning of the ~~Ontario~~ OHS Act and therefore has the rights and responsibilities outlined in the Act. Such individuals ~~Employees~~ are also responsible for:

1. complying with the rules and procedures developed within the EHS Management System for performing the work in a safe and healthy manner;
2. taking an active role in protecting and promoting his or her health and safety;
3. refraining from activities which may jeopardize the health and safety of others;
4. taking an active role in fulfilling the requirements of applicable EHS programs under Ryerson’s EHS Management System with a view to fulfilling the intent of the EHS Policy; and
5. reporting forthwith to his or her supervisor, any observed EHS hazards or lapses in the functioning of an EHS program.

Individuals Responsible for Volunteers

Any employee, contractor or student who is responsible for volunteers, including guest lecturers, visiting scholars, student volunteers, etc. on campus shall ensure:

1. agreements refer to applicable requirements under Ryerson’s Environmental Health and Safety Management System;
2. all individuals engaged in volunteer activity are informed and instructed on the hazards and related risk control and emergency measures;
3. any individual assigned to a leadership or coordinating role related to volunteer activity is competent according to guidelines established by the Department of Integrated Risk Management (IRM);
4. relevant EHS information is communicated between Ryerson and the volunteer; and
5. compliance with Ryerson’s EHS Management System are monitored and, where necessary, enforced.

Employees and Individuals Responsible for University Facility Bookings

Any employee, contractor or student who is responsible for approving bookings of University facilities (including leased facilities), shall ensure:

- agreements are established with event sponsors that identify responsibility for the health and safety of individuals attending the event, in accordance with Ryerson's Environmental Health and Safety Management System, including responsibility for risk assessment and control, and emergency measures.

Event Sponsors

Any employee, contractor, student or individual responsible for an event taking place on University premises (including leased facilities), where University employees will be working at the event, or where the event location constitutes an extension of the workplace shall ensure:

1. risk assessments are performed for the event, identifying actual or potential risks and hazards and planned control measures;
2. all individuals engaged in activity associated with the event are informed and instructed on the hazards and related risk control and emergency measures specific to the event;
3. any individual assigned to a supervisory role related to the event is competent according to guidelines established by the Department of Integrated Risk Management (IRM);
4. the applicable University and departmental EHS policies, programs, procedures and practices associated with the event and activity for which they are responsible are communicated and implemented;
5. any observed hazards, risks or lapses in the functioning of an EHS program and other EHS concerns are responded to promptly.

Students

Consistent with the intent of the Student Code of Non Academic Conduct, each student must take all reasonable care to ensure a healthy and safe learning, work, research, living and recreational environment. Their responsibilities therefore are the same as those of all University employees.

Where students are paid to perform work they become workers under the Ontario OHS Act and therefore have the same rights and responsibilities outlined in this document and the OHS Act. In addition, any individual performing work on university premises, not for pay, but for educational and other purposes that are not prohibited, are considered by the University to have rights and responsibilities under the University EHS Management System and supporting programs even if they are not considered to be a worker under the OHS Act

Standards and Guidelines

The Department of Integrated Risk Management (IRM) integrates, guides and coordinates the efforts of the Ryerson community toward achieving EHS due diligence by researching, developing and applying best practices in risk management. Established as formal University policies, these practices are further refined and articulated through performance standards and guidelines developed and communicated through the Department of Integrated Risk Management (IRM).

EHS Performance Review

The University's EHS Audit Program details the criteria and processes for examining health and safety performance at two distinct levels: the management of EHS within specific departments, schools and centres and measurement of the effectiveness of the University due diligence strategy and system. EHS performance is also integrated within the University Internal Audit system.

In addition to these formal audits which are conducted through the Department of Integrated Risk Management (IRM), reviews of key performance indicators such as accident and near-miss profiles, EHS inspection findings, and core competency levels should be conducted annually by each department, school and centre.

Performance of EHS responsibilities for each position within the Ryerson community is measured against clearly defined performance indicators, as outlined in the Department of Integrated Risk Management (IRM) Guideline 02-2001 [Evaluating the Performance of EHS Responsibilities](#).

Jurisdiction

This policy falls under the jurisdiction of the Vice President, Administration and Finance. The application and interpretation of the policy is the responsibility of the Department of Integrated Risk Management (IRM).

DRAFT RESOLUTION

RE: Amendments to the Environmental Health and Safety Management System Policy

BE IT AND IT IS HEREBY RESOLVED:

THAT the amendments to the Environmental Health and Safety Management System Policy be approved as presented.

November 24, 2016



BOARD OF GOVENORS MEETING

November 24, 2016

Agenda Item: Financial Statements (unaudited) for the period ending October 31, 2016

STARTEGIC Objectives

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

ACTION REQUIRED: Approval

SUMMARY:

The quarter financial statements for the period ending October 31, 2016 indicate that Ryerson is on track to meet the 2016/17 approved budget with the following notable highlights:

HIGHLIGHTS:

Balance Sheet:

- The cash position and net assets continue to be in a solid position and are projected to be higher at April 30, 2017 than the previous year end.
- Accounts receivable and deferred revenues are at their highest point at this time of year given that winter term fees have been assessed but are not yet due nor earned as of October.
- The expenditures for the capital plan have an impact on cash balances and capital assets.
- All other assets and liabilities are trending as expected for this time of year.
- Employee future benefits (pension and other) are only updated at the fiscal year end as they are dependent on actuarial assumptions and related market conditions that are updated only at the fiscal year end.
- Net assets are directly impacted from the volatility of the employee future benefits.

Statement of Operations:

- Tuition revenues and enrolment-based grants are projected to increase from increases in the fall term enrolment.

- Salaries and benefits for teaching costs will increase in some academic units to support the enrolment increases.
- Benefits include the solvency pension payments estimated at \$1.4m for fiscal 2016/17 that will begin effective January 1, 2017.
- Non salary costs including materials and supplies and student bursaries/scholarships are also projected to increase from enrolment increases.
- The unrealized loss of \$3.1m on interest rate swaps is based on expected long term interest rates. This amount is subject to change given market conditions that may change by year end.
- Excess of revenues earned less expenses incurred are approximated at \$28m.
Note that this is not available for general operating purposes as the funds are committed through the operating budget process and therefore will be internally restricted for departmental carryforwards.

Attached:

- Financial Statements (unaudited) for the period ending October 31, 2016.

COMMUNICATIONS STRATEGY: NA

PREPARED BY:

Name Joanne McKee, Chief Financial Officer
Tim Chiu, Director of Finance & Controller
Ivan Gottlieb, Director, Financial Planning

Date November 7, 2016

APPROVED BY:

Name Janice Winton, Vice President Administration and Finance

Date November 7, 2016



Financial Statements
October 31, 2016
(unaudited)

Ryerson University
CONSOLIDATED BALANCE SHEETS

[amounts in thousands]

	6 Months Ending October 31, 2016 (Unaudited) Q2 \$	Year Ended April 30, 2016 (Actual) \$	Year Ended April 30, 2017 (Projected) \$	Comments
ASSETS				
Current				
Cash, cash equivalent & short term investments	152,826	156,751	163,612	Cash + Investments together are consistent with prior year's seasonal trend & the Capital Plan
Accounts receivable	149,979	28,537	30,000	Normal seasonal pattern - winter fees assessed but not due
Prepaid expenses	2,888	7,459	6,000	
Inventories	3,789	1,196	1,500	
Current portion of long-term note receivable	256	248	200	Student Campus Centre
Total current assets	309,738	194,191	201,312	
Investments (endowment & capital purposes)	242,572	240,425	237,075	Cash + Investments together are consistent with prior year's seasonal trend & the Capital Plan
Employee future benefits - pension	63,241	63,241	63,241	To be adjusted by actuaries at year end
Long-term note receivable	5,296	5,428	5,100	Student Campus Centre
Capital assets, net	1,035,064	1,012,683	1,037,870	Capital Plan e.g.. CSD
Total Assets	1,655,911	1,515,968	1,544,599	
LIABILITIES AND NET ASSETS				
Current				
Accounts payable and accrued liabilities	60,405	77,496	70,000	
Deferred revenue	160,169	21,410	22,000	Includes variations in the timing of government grants & deferral of winter tuition
Current portion of long-term debt	6,384	6,254	6,605	Reflects current portion of BMO & TD loan.
Current portion of fair value of interest rate swap	7,300	6,885	7,300	Reflects current portion of SWAP at fair value per CPA-NFP standards
Total current liabilities	234,258	112,045	105,905	
Employee future benefits - other	21,262	21,262	21,262	To be adjusted by actuaries at year end
Long-term debt	164,799	167,992	161,387	Reflects BMO & TD loan.
Fair value of interest rate SWAP	46,485	43,760	46,485	Reflects SWAP at fair value per CPA - NFP standards
Deferred revenue contributions	65,497	65,678	68,000	Externally restricted grants and donations received in advance of expenditures
Deferred capital contributions	203,201	201,521	207,154	Externally restricted grants and donations for capital purposes, amortized over the life of the assets
Total Liabilities	735,502	612,258	610,193	
Net assets				
Endowments	120,658	118,326	121,078	Donations and matching grants
Other	799,751	785,384	813,328	See statement of Net Assets attached
Total net assets	920,409	903,710	934,406	
Total Liabilities and Net assets	1,655,911	1,515,968	1,544,599	

Ryerson University
CONSOLIDATED STATEMENT OF OPERATIONS

[amounts in thousands]

	6 Months Ending October 31, 2016 (Budget) Q2 \$	6 Months Ending October 31, 2016 (Actual) Q2 \$	Variance (Actual-Budget) \$	Year Ended April 30, 2017 Projected \$	Comments
REVENUE					
Operating, research and other grants/contracts	149,328	150,997	1,669	301,994	Reflects growth, but government grants not finalized; research grants reflect the timing of recognition of research grants
Student Fees	153,281	156,923	3,642	313,846	Reflects increased Fall enrollment
Sales and services	16,397	16,287	(110)	32,574	Consistent with budget
Donations recognized	4,123	4,370	247	8,740	Reflects timing recognition of revenues to match expenses incurred
Amortization of deferred capital contributions	3,877	3,993	116	7,986	Amortization of contributions for capital projects over life of assets
Investment, and Other Income	3,364	5,468	2,104	10,936	Includes timing fluctuations of various items - conference income, affinity income, endowment income recognition etc.
	330,370	338,038	7,668	676,076	
EXPENSES					
Salaries and benefits	211,120	209,005	2,115	420,010	Expenses on track to date. Includes estimate of the Pension solvency deficit
Materials, supplies, repairs and maintenance	72,654	74,779	(2,125)	151,558	Expenses on track to date
Bursaries and scholarships	18,719	19,666	(947)	39,332	Includes impact of increased enrollment
Interest	5,646	4,819	827	9,637	Expenses on track to date
Amortization of capital assets	11,963	12,193	(230)	24,386	Amortization of Capital Assets over the life of the assets
	320,102	320,462	(360)	644,924	
Revenue less expenses, before unrealized loss on SWAP	10,268	17,576	7,308	31,152	
Unrealized (loss) gain on SWAP	-	(3,140)	(3,140)	(3,140)	TD & BMO SWAP's reflecting change in market conditions
Revenue less expenses	10,268	14,436	4,168	28,012	Majority to be Internally Restricted to Departmental Carry Forwards

CONSOLIDATED STATEMENT OF CHANGES IN NET ASSETS

For the Period Ended October 31, 2016
(with comparative figures at April 30, 2016)

	Unrestricted **	Investment in Capital Assets	Employee Future Benefits	Internally Restricted Carry Forwards	Net Assets before Endowments	Endowments	Oct 2016 Total	April 2016 Total
	\$	\$	\$	\$	\$	\$	\$	\$
Net Assets, beginning of year	(183,966)	642,612	41,979	284,759	785,384	118,326	903,710	935,461
Revenue less expenses	22,635	(8,200)	-		14,435		14,435	38,765
Capitalization of investment income in endowments	(68)				(68)	2,052	1,984	410
Endowment contributions					-	280	280	836
Employee Future Benefits Remeasurements			-		-		-	(71,762)
Net Change in net assets invested in Capital Assets	(31,139)	31,139						
Net Assets, end of year	(192,538)	665,551	41,979	284,759	799,751	120,658	920,409	903,710

** Unrestricted deficit of \$192.5M includes 2 SWAPS of \$53.4m; as well as the internally financed portion of the Capital Plan including SCL, 222 Jarvis, 105 Bond St etc.

Ryerson University
CONSOLIDATED STATEMENT OF CASH FLOWS

[amounts in thousands]

	Period Ended October 31, 2016 Q2 (Actual) \$	Year Ended April 30, 2016 (Actual) \$	Year Ended April 30, 2017 Projected \$	Comments
OPERATING ACTIVITIES				
Revenue less expenses	14,435	38,765	28,012	See Statement of Operations
Add (deduct) non-cash items				
Amortization of capital assets	12,193	27,715	24,386	
Amortization of deferred capital contributions	(3,993)	(8,603)	(7,986)	
Change in fair value of interest rate swap	3,140	3,051	3,140	Per CPA-NFP standards; reflects change in market conditions
Unrealized loss (gain) on investments	54	-	54	Capitalized in endowments
Employee future benefits contributions	-	(20,968)		To be adjusted by actuaries at year end
Employee future benefits expense	-	14,125		To be adjusted by actuaries at year end
Net change in deferred revenue contributions	(181)	6,825	2,322	Reflects timing variations of externally restricted grants and donations received vs. spent
Net change in non-cash working capital balances	2,205	11,247	(6,447)	
Cash provided by operating activities	27,853	72,157	43,481	
INVESTING ACTIVITIES				
Decrease (increase) in note receivable	124	235	376	
Acquisition of capital assets	(34,577)	(42,474)	(49,577)	Capital Plan e.g., CSD
Decrease (Increase) in investments	(2,200)	(11,358)	3,350	Reflects variations in the timing of Capital Plan expenditures vs. the cash inflow of the various funding s
Cash used in investing activities	(36,653)	(53,597)	(45,851)	
FINANCING ACTIVITIES				
Contributions received for capital purposes	5,674	12,334	12,674	Capital Plan e.g., CSD
Endowment contributions	280	836	700	
Capitalization of investment income (loss) in endowments	1,984	410	1,984	
Repayment of long-term debt principal	(3,063)	(5,847)	(6,126)	
Cash used in financing activities	4,875	7,733	9,232	
TOTAL CASH, CASH EQUIVALENT & SHORT TERM INVESTMENTS				
Total Net increase (decrease) in cash & short term during the year	(3,925)	26,293	6,861	
Cash & cash equivalents & short term beginning of year	156,751	130,461	156,751	
Cash & cash equivalents & short term end of year	152,826	156,751	163,612	

DRAFT RESOLUTION

RE: Financial Statements (unaudited) for the period ending October 31, 2016

BE IT AND IT IS HEREBY RESOLVED:

THAT the Financial Statements (unaudited) for the period ending October 31, 2016 be approved as presented.

November 24, 2016



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

Minutes of a meeting of the Board of Governors of Ryerson University (the “University”) held on Wednesday, September 28, 2016 at 12:00 p.m. in Jorgenson Hall, JOR-1410.

ATTENDANCE:

Present: J. Fukakusa (Chair), M. Frazer (Vice Chair), M. Al Zaibak, J. Austin, L. Bloomberg, M. Lachemi, C. MacDonald, V. Morton, C. Myers, M. Nouser, C. Paisley, A. Saloojee, S. Sinha, G. Sivapathasundaram, A. Snobar P. Sugiman, R. Traill

Regrets: C. Hilken, T. Staffieri

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
J. Grass, Assistant Vice-President, University Relations
A. Casey, Interim Executive Director, Office of the President
U. George, Interim 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. Fazilat, Assistant Vice-President, Campus Facilities and Capital Projects
V. Cocolakis, Executive Director, University Business Services
L. Barnoff, Dean, Faculty of Community Services

IN-CAMERA DISCUSSION (Board Members Only)

IN-CAMERA DISCUSSION (Executive Group Invited)

END OF IN-CAMERA DISCUSSION

INTRODUCTION

Chair's Remark

J. Fukakusa welcomed members to the first Board meeting of the year and especially the new students, faculty, staff and alumni and Board appointed members

J. Fukakusa expressed her condolences to A. Saloojee for the recent loss of his father-in-law.

The Chair reminded Board members of the upcoming installation of the President on Friday, September 30, 2016 and remarked that it will be a great moment in Ryerson's history and encouraged all to attend the event and wish the President well.

The Chair thanked board member J. Austin for providing board members with a Student Services Calendar and J. Winton for providing honey from the Ryerson Farmer's market and the Provost for providing each Board member with a Ryerson Image Centre book entitled *The Edge of the Earth*.

Approval of the September 28, 2016 Agenda

The agenda was approved as presented.

REPORT FROM THE PRESIDENT

The President spoke to the success of the DMZ Advisory Council launch event which was well attended by Board members. At the event the membership of an 18-member advisory council was announced. The inaugural Chair will be former Board member Nadir Mohamed.

Introduction of New Senior Leadership Appointments

The President introduced the following new senior leadership appointments at the University: Lisa Barnoff, Dean, Faculty of Community Services; Voula Cocolakis, Executive Director, University Business Services, Saher Fazilat, Assistant Vice-President, Campus Facilities and Capital Projects; Usha George, Interim Vice-President, Research and Innovation; Jennifer Grass, Assistant Vice-President, University Relations, Jennifer Mactavish, Vice-Provost and Dean of the Yeates School of Graduate Studies, Pamela Sugiman, Dean, Faculty of Arts.

The Chancellor remarked on the success and the national significance of the DMZ Advisory Council Launch.

REPORT FROM THE SECRETARY

J. Shin Doi reported on several upcoming events and initiatives: the annual Council of Chair of Ontario Universities Board Conference October 28 and 29, 2016 and the upcoming convocations October 19 and 20, 2016. J. Shin Doi thanked C. Evans, C. MacDonald and V. Morton, member of the Board of Governors Leadership Awards Medal Selection Committee, for their deliberations. J. Shin Doi mentioned the opportunity afforded to Board members to become a member of the Institute of Corporate Directors.

REPORT FROM THE INTERIM PROVOST AND VICE PRESIDENT ACADEMIC

Provost's Report – The Academic Year Ahead

C. Evans presented a comprehensive overview on the academic year ahead, providing an update on student enrolment and applications; the strength of undergraduate demand; new appointments in zones and e-learning and the new academic initiatives in zone learning.

Questions were asked about the number of students currently in zone learning and if there was capacity to increase that number. The President responded that space considerations and a thorough and rigorous academic assessment of zone learning were required before an increase in capacity. The Provost reported that the hiring of Richard Lachman would assist with zone learning assessment.

Discussion ensued about defining goals and the assessment of learning outcomes for zone learning.

The Provost thanked V. Morton for her engagement on several collaborative projects re policy changes and bursaries and internships.

The Provost briefly discussed the upcoming Congress of the Humanities and Social Sciences 2017 that Ryerson is hosting and that Faculty Board Member P. Sugiman is Congress Executive Lead.

REPORT FROM THE CHAIR OF THE EMPLOYEE RELATIONS AND PENSION COMMITTEE

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

M. Frazer reported that as indicated at the June Board meeting the Ryerson Retirement Pension plan has a surplus of Eleven Million Dollars (\$11,000,000) on a going concern basis at January 1, 2016 valuation and a deficit on a solvency valuation basis of Eighteen Million Dollars (\$18,000,000).

M. Frazer reported that a going concern valuation assumes the pension plan continues indefinitely, while a solvency valuation assumes the plan stops operating at the valuation date and all accrued benefits must be paid out of the plan on that date. The latter situation is a highly unlikely one but pension plans are required by law to fund to both types of valuations.

M. Frazer reported that the main contributing factors to the solvency deficit are the continued low interest rates and the new mortality assumptions. These factors are impacting all defined benefit pension plans. While this is the first time the Ryerson Plan has had a deficit, many other plans have been in both solvency and going concern deficits for some time. The Ryerson plan remains among the best funded university plans in Ontario.

M. Frazer reported that over the summer the administration had several meetings with Willis Towers Watson ("WTW") and with pension lawyers to do further financial modeling and to begin working on strategies to address the solvency deficit. On September 14, 2016 the Employee Relations and Pension Committee ("ERPC") had a full presentation from WTW on the financial status of the plan, implications of the solvency deficit and mitigation strategies.

M. Frazer reported that the most immediate decision the University must make is whether to file the valuation with the regulatory authorities now. Filing now triggers a requirement to make special

payments into the plan of Four Million One Hundred Thousand Dollars (\$4,100,000) per year for 5 years (this is the Eighteen Million Dollars (\$18,000,000) plus interest) beginning January 1, 2017. For the reasons that are highlighted in the materials the administration has recommended that the January 1, 2016 valuation be filed.

Board Members discussed whether to file the valuation with the regulatory authorities and what the risk of not filing might be.

The President added that filing the valuation gives management time to engage with the University and to review options.

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.

Appointment of the Actuary for the Ryerson Retirement Pension Plan

BE IT AND IT IS HEREBY RESOLVED:

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

CONSENT AGENDA

Approval of the June 23, 2016 Minutes

The minutes were approved as presented.

Appointment of Board Liaison to Ryerson University Alumni Association

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.

TERMINATION



BOARD OF GOVERNORS MEETING

November 24, 2016

AGENDA ITEM: Royal Bank of Canada Banking Form Resolution

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: Approval

SUMMARY: Ryerson University must update its list of authorized signatories with the Royal Bank of Canada to reflect changes in senior leadership.

The proposed resolution of the Board of Governors appoints the Royal Bank of Canada as banker for Ryerson University and authorizes any two of the President, Chief Financial Officer, General Counsel and Secretary of the Board, and Vice President, Administration and Finance to sign on behalf of Ryerson University. The list of signing authorities is attached.

BACKGROUND: Article 24.3 Borrowing and Banking – Authorization of the Board By-Laws assigns signing authorization for university bank accounts to officers of the university and such persons as the Board may authorize by resolution.

COMMUNICATIONS STRATEGY:

PREPARED BY:

Name: Leanne Stevens, Board Assistant

Date: November 17, 2016

APPROVED BY:

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

Joanne McKee, Chief Financial Officer

Date: November 17, 2016



Resolution Regarding Banking

For use by Cities, Towns, Villages, Municipalities, Hospitals, Regional Health Authorities, School Districts, Divisions and Regional Divisions

SRF No.: 793373002

Legal Name: RYERSON UNIVERSITY (the "Customer")

Address: ATTN FINANCIAL DEPARTMENT 350 VICTORIA ST TORONTO ON M5B2K3

RESOLVED:

1. THAT ROYAL BANK OF CANADA ("Royal Bank") is appointed banker for the Customer.

2. THAT ANY TWO OF THE PRESIDENT, CHIEF FINANCIAL OFFICER, GENERAL COUNSEL & SECRETARY TO THE BOARD OF GOVERNORS, VP, ADMINISTRATION AND FINANCE TO SIGN JOINTLY

are authorized on behalf of the Customer from time to time:

- (a) to withdraw or order transfers of funds from the Customer's accounts by any means including the making, drawing, accepting, endorsing or signing of cheques, promissory notes, bills of exchange, other orders for the payment of money or other instruments or the giving of other instructions;
- (b) to sign any agreements or other documents or instruments with or in favour of Royal Bank, including agreements and contracts relating to products or services provided by Royal Bank to the Customer; and
- (c) to do, or to authorize any person or persons to do, any one or more of the following:
 - (i) to receive from Royal Bank any cash or any securities, instruments or other property of the Customer held by Royal Bank, whether for safekeeping or as security, or to give instructions to Royal Bank for the delivery or other transfer of any such cash, securities, instruments or other property to any person named in those instructions;
 - (ii) to deposit with or negotiate or transfer to Royal Bank, for the credit of the Customer, cash or any security, instrument or other property, and for those purposes to endorse (by rubber stamp or otherwise) the name of the Customer, or any other name under which the Customer carries on business, on any security or instrument;
 - (iii) to instruct Royal Bank, by any means, to debit the accounts of third parties for deposit to the credit of the Customer; and
 - (iv) to receive statements, instruments and other items (including paid cheques) and documents relating to the Customer's accounts with or any service of Royal Bank, and to settle and certify the Customer's accounts with Royal Bank.

3. That all instruments, instructions, agreements (including contracts relating to products or services provided by Royal Bank) and documents made, drawn, accepted, endorsed or signed (under the corporate seal or otherwise) as provided in this Resolution and delivered to Royal Bank by any person, shall be valid and binding on the Customer, and Royal Bank is hereby authorized to act on them and give effect to them.

Please do not write in this area

01-001-380-201410-02-793373002--0102



4. That Royal Bank be furnished with:

(a) a copy of this Resolution; and

(b) a list of the names of the persons authorized by this Resolution to act on behalf of the Customer, and with written notice of any changes which may take place in such list from time to time, and with specimens of the signatures of all such persons;

each certified by the (1) PRESIDENT

and (2) CHIEF FINANCIAL OFFICER of the Customer; and

(c) in writing, any authorization made under paragraph 2(c) of this Resolution.

5. That any document furnished to Royal Bank as provided for in paragraph 4 of this Resolution shall be binding upon the Customer until a new document repealing or replacing the previous one has been received and duly acknowledged in writing by the branch or agency of Royal Bank where the Customer has its account.

CERTIFICATE

We hereby certify that the above is a true copy of a resolution passed at a meeting of the

BOARD

(Council, Board or Board of Trustees)

of the

Customer duly convened and regularly held in accordance with the law governing the Customer on



(SEAL)

(1)

Authorized Person's Signature

Authorized Person's Name: **MOHAMED LACHEMI**

Authorized Person's Title: **PRESIDENT**

(2)

Authorized Person's Signature

Authorized Person's Name: **JOANNE MCKEE**

Authorized Person's Title: **CHIEF FINANCIAL
OFFICER**

Please do not write in this area



Royal Bank of Canada
**Master Client Agreement for Business Clients
Signature Card**

SRF No.: 793373002

Legal Name: RYERSON UNIVERSITY

This Signature Card forms part of the Master Client Agreement for Business Clients between Royal Bank and the Customer identified in section C below. The Agreement consists of this Signature Card, the Legal Terms and Conditions, and all other Documents that may become part of this Agreement in accordance with the Legal Terms and Conditions. All capitalized terms not defined in this Signature Card have the meanings given in the Legal Terms and Conditions, and the rules of interpretation prescribed by the Legal Terms and Conditions also apply.

SECTION A - Incumbency Certificate

Each Person identified on this Signature Card has the power and authority to exercise certain rights on behalf of the Customer in connection with the Agreement and all Services, including to incur liabilities, assume obligations, and otherwise conduct business on behalf of the Customer, and to delegate power and authority on behalf of the Customer in accordance with the Agreement.

The Customer confirms, in accordance with the Customer's representations, warranties, covenants, and agreements contained in the Legal Terms and Conditions, all necessary actions have been taken in connection with these authorizations.

The Customer acknowledges, by way of each Person signing below, receipt of the Agreement, and confirms all information provided to Royal Bank, including regarding the Customer's ownership, control, and structure, is true, complete, and accurate in all respects.

This Signature Card constitutes part of the Customer's official corporate or business records.

A.1 - Signing Authorities

Each Person identified in this section is a signing authority for the Customer and is authorized, acting alone, to exercise and delegate all rights, powers, and authorities on behalf of the Customer with respect to all matters and dealings with Royal Bank, including to amend this Signature Card and otherwise legally bind the Customer and provide instructions on behalf of the Customer, except to the extent of any special instructions provided on this Signature Card below.

For authorized individuals:

Name	Title	Signature	Special Instructions
MOHAMED LACHEMI	PRESIDENT		YES
JOANNE MCKEE	CHIEF FINANCIAL OFFICER		YES
JULIA SHIN DOI	GENERAL COUNSEL & SECRETARY TO THE BOARD OF 8		YES
JANICE WINTON	VP, ADMINISTRATION AND FINANCE		YES

For authorized corporations and other entities:

SRF (internal use only):	Name	Special Instructions

Special Instructions relating to Signing Authorities

Special instructions should only be provided if the Customer has limited the authority of a Person to act on its behalf. Indicate below if special instructions are provided:

☒ Yes ☐ No

Instructions for the withdrawal of funds from accounts by way of cheque, wire payment instruction, pre-authorized debit authorization, or other order for the payment of money from accounts

ANY TWO OF THE PRESIDENT, CHIEF FINANCIAL OFFICER, GENERAL COUNSEL & SECRETARY TO THE BOARD OF GOVERNORS, VP, ADMINISTRATION AND FINANCE TO SIGN JOINTLY

Agreements for accounts or cash management products or services

ANY TWO OF THE PRESIDENT, CHIEF FINANCIAL OFFICER, GENERAL COUNSEL & SECRETARY TO THE BOARD OF GOVERNORS, VP, ADMINISTRATION AND FINANCE TO SIGN JOINTLY

Agreements for borrowing money or otherwise obtaining credit, granting security, and/or providing guarantees

ANY TWO OF THE PRESIDENT, CHIEF FINANCIAL OFFICER, GENERAL COUNSEL & SECRETARY TO THE BOARD OF GOVERNORS, VP, ADMINISTRATION AND FINANCE TO SIGN JOINTLY

Requests for draws, drawdowns, or advances under any agreements relating to borrowing money or otherwise obtaining credit

ANY TWO OF THE PRESIDENT, CHIEF FINANCIAL OFFICER, GENERAL COUNSEL & SECRETARY TO THE BOARD OF GOVERNORS, VP, ADMINISTRATION AND FINANCE TO SIGN JOINTLY

Note: All changes must be initialed by an authorized individual(s)

A.2 - RBC Commercial Credit Cards - Program Administrators

Does the client have a Commercial Credit Card account?

☐

Yes

☐

No

If the client has a Commercial Credit Card account, there must be at least one Program Administrator identified below.

Each Person identified in this section is a Program Administrator (as defined in the Commercial Card Program Service Materials) for the Customer in connection with the RBC Commercial Card Program and is authorized, acting alone, to exercise and delegate the rights, powers, and authorities on behalf of the Customer as described in the Commercial Card Program Service Materials.

Name	Signature

SECTION B - Trade name

The Customer is the owner of each trade name below, and has the rights, powers, and authorities necessary to use each trade name below in connection with the Services.

Trade Name (Operating As)

SECTION C - Effect

This Signature Card is effective as of 2016-09-14 and supersedes and replaces any previous version signed by the Customer.

Y Y Y Y M M D D

Customer's Legal Name: RYERSON UNIVERSITY

Authorized Person's Name: MOHAMED LACHEMI

Authorized Person's Title: PRESIDENT

Authorized Person's Signature:

Customer's Legal Name: RYERSON UNIVERSITY

Authorized Person's Name: JOANNE MCKEE

Authorized Person's Title: CHIEF FINANCIAL OFFICER

Authorized Person's Signature:

Customer's Legal Name:

Authorized Person's Name:

Authorized Person's Title:

Authorized Person's Signature:

SECTION D - Amendment

This Signature Card is amended as of
the Customer.

and supersedes and replaces any previous version signed by

Customer's Legal Name:
Authorized Person's Name:
Authorized Person's Title:
Authorized Person's Signature:

Customer's Legal Name:
Authorized Person's Name:
Authorized Person's Title:
Authorized Person's Signature:

Customer's Legal Name:
Authorized Person's Name:
Authorized Person's Title:
Authorized Person's Signature:

RYERSON COMMUNICATIONS REPORT

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

Presidential Installation

The Toronto Star ran an extended feature on **President Lachemi**. The two-page profile titled “Building a bridge between science and humanity” was also picked up by Metro.

The National Post reported on the installation of **Mohamed Lachemi** as Ryerson’s ninth President and Vice-Chancellor. Similar coverage appeared in the Financial Post, Vancouver Sun, Calgary Herald, Ottawa Citizen, CBC News, Globe Advisor, Canadian Business Journal, Huffington Post, El Watan, Afro Pages, Africain Info, Yahoo News, and the Province.

Innovation and Entrepreneurship

The Globe and Mail reported on a new report conducted by the Brookfield Institute for Innovation & Entrepreneurship that found more women are joining the growing ranks of Ontario entrepreneurs. The province is outpacing the rest of Canada in that respect. Similar articles appeared in more than 60 news outlets, including CTV News, the Hamilton Spectator, Waterloo Region Record, and Metro News.

CP24 reported on joint cabinet meeting held at Ryerson’s DMZ featuring the premiers of Ontario and Quebec.

The Toronto Star and Flare Magazine reported on a \$1-million donation by Suzanne Rogers to launch The Suzanne Rogers Fashion Institute (SRFI) at FCAD

National Post reports Kobo consulted with Ryerson sleep researcher **Colleen Carney** while designing its Aura One e-reader. The front light changes colour through the day to cut down on the blue light that stimulates users’ brains and keeps them awake.

Talent Egg featured Chang School alumnae **Katryn Go**, and her experience at Ryerson.

CityTV featured DMZ startup Komodo OpenLab and their accessibility product, Tecla Shield.

Water Canada reported on the 2016 Ryerson Urban Water Stormwater Hackathon.

Toronto Life profiled **Gregory Levey** of Figure 1.

Entrepreneur-in-residence **Ryan Van Wert**, MD, contributed a piece to the Toronto Star on planning for end-of-life care.

The Toronto Star reported that Mount Pleasant Cemetery sponsored a competition for Ryerson students to design beautiful bike racks for its grounds.

Huffington Post Canada reported that Ryerson students built an igloo-shaped greenhouse that grows crops with just a few hours of daily sunlight.

The Globe and Mail quotes **Abdullah Snobar**, DMZ, in article about Ryerson creating a council of business leaders to boost entrepreneurship in Canada. He published a piece in the Huffington Post Canada about partnering or perishing in the innovation economy.

Betakit reported on the DMZ Industry Night event highlighting the future of retail technology.

City Building

Betakit, Financial Buzz, and Renew Canada quoted **President Lachemi** in an article reporting on \$36.6 million in funding to improve infrastructure at Ryerson.

Inside Toronto quoted **President Lachemi** in an article about the University's new public realm plan to revitalize Gould Street. **Michael Forbes**, director of communications, spoke to the Torontoist about the Ryerson campus plans for Gould Street.

David Amborski, director, Centre for Urban Research and Land Development, and **Murtaza Haider**, TRSM, spoke to the Toronto Star about transit funding. Prof. Haider also spoke to CityNews about separating politics from transit decisions.

David Amborski, Urban and Regional Planning, spoke to Urban Toronto about smart growth policies. He was also quoted in an Urban Land article on the impact of Ontario's land-use policies.

Daily Commercial News reported on the construction at the Daphne Cockwell Health Sciences Complex at Ryerson.

Daily Commercial News reported that the Government of Canada announced \$36.63 million in spending at Ryerson for a new Centre for Urban Innovation and other projects.

Canadian Architect quoted **Heather Lane Vetere**, Vice Provost of Students, and **Kevin Goodchild**, Assistant Director of Client Relations, Office of the Registrar, about the campus' new ServiceHub.

The Toronto Sun reported on the second annual TimberFever Design-Build Competition at Ryerson, quoting **Vincent Hui**, Architectural Science.

The Toronto Star and Hamilton Spectator reported on a recent study by the Ryerson City Building Institute on the impact of land supply on home prices.

Azure profiled Ryerson's ServiceHub, which consolidates all the university's administrative functions in a bright, airy, and organized core.

The Philadelphia Inquirer featured the Ryerson campus, "with its striking, seven-story glass cube classroom building that seemed to tilt over the street."

Research/ Faculty

The Daily Mail reported that **Mark Towler**, biomedical engineering, developed a fingernail test that reveals brittle bones. Similar coverage appeared in The Express (UK) and Yorkshire Post.

The National Post reported on a study by Ryerson's Infoscapes Research Lab on the topic of CEOs who don't use Twitter, quoting **Greg Elmer**.

Metro Toronto reported on the launch of The Institute for Change Leaders, quoting distinguished visiting professor **Olivia Chow**.

Medical Xpress reported on a study documenting the adverse effects of casual, temporary and on-call labour, quoting **Winnie Ng**, Unifor-Sam Gindin Chair in Social Justice and Democracy and principal investigator, and co-authors **Aparna Sundar and Jennifer Poole**. Other coverage included TVOntario's Question Period, and the Toronto Star.

NOW Magazine reported on the Computer Security and Digital Forensics certificate program at the Chang School, quoting academic coordinator **Alex Ferworn**.

The Toronto Star reported on a Ryerson study documenting cycling patterns in the Greater Toronto and Hamilton Area, quoting **Raktim Mitra**, lead investigator.

NOW Magazine reported on Ryerson Social Justice Week: Decolonizing & Transforming Social Justice.

Phys Org featured Ryerson research by MSc student **Jee In Kim**, and PhD student **Tracy Lackraj** on the topic of e. coli outbreaks.

Pam Palmater, Politics and Public Administration, appeared on TVO's The Agenda commenting on the progress of the Royal Commission on Aboriginal Peoples.

CBC News reported on the new book *Growing Up in Armyville*, co-authored by **Patrizia Albanese**, Sociology, on the topic of military deployment and family dynamics.

Frederic Dimanche, director, TRSM, contributed an op-ed piece to the National Post on the topic of Toronto's expo bid.

Anatoliy Gruz, TRSM, in an article about the number of Facebook friend requests predicting longevity. Similar items appeared in U.S. News, Health Day, Doctors Lounge, and Drugs.com.

University Affairs quoted **Marie Bountrogianni**, dean of the Chang School, on the topic of bridging programs for foreign-trained professionals.

Myer Siemiatycki, Politics, was quoted in the Toronto Star and Our Windsor, on immigrants giving up their permanent resident status.