

BOARD OF GOVERNORS
Tuesday, January 31, 2017
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 |
| 12:05 2. | IN-CAMERA DISCUSSION (Executive Group Invited) | | |
| END OF IN-CAMERA SESSION | | | |
| 3. | INTRODUCTION | | |
| 12:30 3.1 | Chair's Remarks | Janice Fukakusa | Information |
| | 3.2 Approval of the January 31, 2017 Agenda | Janice Fukakusa | Approval |
| 12:35 4. | REPORT FROM THE PRESIDENT | Mohamed Lachemi | Information |
| 5. | REPORT FROM THE SECRETARY | Julia Shin Doi | Information |
| 12:40 6. | REPORT FROM THE INTERIM PROVOST AND VICE PRESIDENT ACADEMIC | Chris Evans | Information |
| 7. | DISCUSSION | | |
| 12:45 7.1 | REPORT FROM THE CHAIR OF THE EXECUTIVE COMMITTEE | Mitch Frazer | Information |
| 12:50 7.2 | REPORT FROM THE CHAIR OF THE FINANCE COMMITTEE | Mitch Frazer | Information |
| | 7.2.1 Introduction to the 2017-18 Budget Process | Mohamed Lachemi Chris Evans Paul Stenton Joanne McKee | Information |
| | 7.2.2 Student Societies Update | Chris Evans Julia Shin Doi | Information |

7.3 PRESENTATIONS

| | | | | |
|-------------|-------|------------------------------------|-----------------------------|-------------|
| 1:00 | 7.3.1 | Cyber Security | Brian Lesser | Information |
| 1:20 | 7.3.2 | DMZ | Abdullah Snobar | Information |
| 1:40 | 7.3.3 | Ryerson Futures Inc. Annual Update | Matt Saunders Alan Lysne | Information |

8. CONSENT AGENDA

| | | | |
|-----|---|-----------------|-----------------|
| 8.1 | Approval of the November 24, 2016 Minutes | Janice Fukakusa | Approval |
|-----|---|-----------------|-----------------|

9. FOR INFORMATION

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| 9.1 | Ryerson Communication Report | Information |
|-----|------------------------------|-------------|

2:00 10. TERMINATION

NEXT MEETING OF THE BOARD – March 30, 2017

New Year's Greetings – We are launching a remarkable year, for our nation and for Ryerson. Among upcoming events, we are proud to host Congress 2017 and the 2017 U Sports Women's Volleyball Championship, and to welcome athletes and fans as a venue for the 2017 Invictus Games – and this is just a start. Every year at Ryerson is filled with anticipation and excitement.

Appointments

Jack Cockwell (Doctor of Commerce *honoris causa* '04) and **Marci Len** (RTA '91, Ryerson Alumni Award 2014) were appointed to the Ryerson Board of Governors by the Lieutenant Governor in Council in November for a three-year period. For Jack Cockwell, a visionary longtime Ryerson mentor and supporter, the appointment is his sixth term over the years since 1995. Journalist Marci Len has a special focus on at-risk students and, with media colleague Dwight Drummond, created The Marci Len and Dwight Drummond Award for students in the RTA School of Media from under-represented and marginalized communities. The work of the Board is greatly assisted by engaging outstanding community members.

Steven Liss has been appointed vice-president, research and innovation, effective April 1, 2017. Currently vice-principal (research) at Queen's University and formerly associate vice-president research at the University of Guelph, Steven rejoins Ryerson having been a faculty member in chemistry and biology from 1988 to 2007, and associate dean for the Faculty of Engineering, Architecture and Science (research, development and science programs). An internationally recognized researcher in environmental biotechnology, water and wastewater microbiology, he earned his master's and PhD in applied microbiology and food science from the University of Saskatchewan, and his bachelor's in microbiology and immunology from Western University.

Haroon Siddiqui, OC OOnt, former columnist and editor emeritus of the Toronto Star, has been appointed distinguished visiting professor in the Faculty of Arts and Faculty of Communication and Design. A proponent of multiculturalism, diversity and equality of opportunity, his work and involvement with news and community organizations is renowned for advancing Canadian culture and identity. At Ryerson he will deliver guest lectures and presentations, collaborate on workshops relating to communications and media ethics, and participate in Congress 2017.

Frédéric Dimanche, Director, Ted Rogers School of Hospitality and Tourism Management, has been appointed to the full planning board for a French-language university in central and southwestern Ontario. Reporting to Deb Matthews, Minister of Advanced Education and Skills Development, and Marie-France Lalonde, Minister of Government and Consumer Services and Minister Responsible for Francophone Affairs, the board will report by summer 2017.

Tanya (Toni) De Mello has been appointed director, Human Rights Services effective January 9, 2017, joining Ryerson from the University of Toronto Scarborough where she has been equity and diversity officer since 2014. She brings to Ryerson both domestic and international human rights experience and a focus on inclusion. She has earned a bachelor of arts (economics and

political science, University of Waterloo), masters in urban planning (Princeton University), a bachelor of civil law and common law (both at McGill University), and is currently completing her Ph.D. in Social Justice at the Ontario Institute of Secondary Education (OISE).

Student support – Ryerson is grateful for the continuing initiative of partners engaged with us in responding to the pace of change in helping prepare students for an evolving workplace:

- William and Catharina Birchall (Doctor of Laws *honoris causa* '16) are supporting the expansion of co-operative education at the Ted Rogers School of Management (TRSM) with a new gift of \$1 million, honoured with an additional donation of \$250,000 by Barrick Gold, to give Ryerson graduates a competitive advantage by encouraging student co-op placements.
- Scotiabank is continuing its partnership with the Ted Rogers School of Management with a \$325,000 gift supporting student internships at not-for-profits through the Scotiabank Changemakers program, creating opportunities for students to experience organizations working for social change, an under-represented career option for young people.

Congratulations

- The *Women's Executive Network (WXN)* Canada's Top 100 Women for 2016 include:
 - Dr. Imogen Coe, Dean, Faculty of Science, and Dr. Linda Maxwell, Founder & Managing Director, Biomedical Zone (Sun Life Financial Trailblazers and Trendsetters category);
 - Christiane Germain (Doctor of Commerce *honoris causa* '12), Group Germain Hotels Co-Founder & Co-President (CIBC Entrepreneurs category);
 - Bailey Parnell (RTA School of Media '15), (Telus Future Leaders category);
 - Roberta Jamieson (Doctor of Laws *honoris causa* '03), President & CEO, Indspire (WXN Hall of Fame).
- Senator Ratna Omidvar, founder of Lifeline Syria, community activist and tireless advocate for immigrants and refugees, was named #11 on the list of "Toronto's 50 Most Influential" in the November issue of Toronto Life magazine for leadership championing new Canadians.
- Order of Ontario recipients announced December 14, 2016 include: *Beverley Salmon* (Doctor of Laws *honoris causa* '99) Toronto's first black female municipal councillor; and *Margo Timmins*, (Social Work '86, Alumni Award of Distinction '15), celebrated voice of the internationally renowned Canadian alternative rock band Cowboy Junkies.
- Edward Burtynsky (Image Arts '82, Doctor of Fine Arts *honoris causa* '07) was featured in the December 19/26 issue of *The New Yorker*, profiling three decades of "ambitious projects that double as tests of stamina," with a focus on photographing and filming sweeping images of industrial projects and their effects on the environment.
- *John Smol* (Doctor of Science *honoris causa* '16), Canada Research Chair in Environmental Change at Queen's University, was named 2016 recipient of the Northern Science Award and Centenary Medal from Polar Knowledge Canada in recognition of his lifetime of research in the Arctic.

Retiree Celebration – It was an honour to celebrate the contributions of forty 2016 Ryerson retirees and to offer thanks and appreciation for the dedication, energy and service that has built the university not only into a leader in learning and research, but a strong and vital community and city-builder. At the event on November 28th we heard stories of change over the years, from the status of the university to the size of its campus and the number of students – and most of all the enduring affection for the people and a great place to work.

Viola Desmond – On December 8th the Government of Canada announced that Viola Desmond will be featured on a new \$10 bank note, expected in late 2018, the first time a portrait of a Canadian woman will be featured on a regularly circulating Bank of Canada note. An open call for nominations yielded more than 26,300 submissions from across Canada. A successful Nova Scotia businesswoman and an icon of the human rights and freedoms movement in Canada, Viola Desmond is known for defiantly refusing to leave a whites-only area of a movie theatre in 1946. Since 2009 the annual Viola Desmond Awards at Ryerson have been recognizing the contributions of students, staff and faculty while raising awareness of the many diverse and little-known stories of past and present Women of African descent in the building of Canada.

GTA Top Employer – For the third straight year, Ryerson has been selected as one of Greater Toronto's top employers, based on eight criteria: physical workplace; work atmosphere and social; health, financial, and family benefits; vacation and time-off; employee communications; performance management; training and skills development; and community involvement. Ryerson was particularly recognized for its workplace wellbeing services unit and a harmonized holistic approach to mental well-being; maternity and parental leave top-up payments and onsite daycare; campus amenities including a quiet room for meditation and religious observance, healthy and special diet cafeteria options; and state-of-the-art fitness facilities.

December 6 – Postsecondary institutions across Canada observed the 27th anniversary of the day in 1989 that fourteen women (13 of them engineering students) were gunned down at l'École Polytechnique de Montréal because they were women. Canada now marks December 6th as the National Day of Remembrance and Action on Violence Against Women to honour the lives lost and to renew a commitment to end violence against women. Each year, the Ryerson December 6th Memorial Committee hosts a program to engage the community in discussions related to violence against women, gathering in the Quad at the December 6th Memorial Sculpture and Tree of Hope for a moment of silence and candlelight vigil, and having the opportunity to listen to remarks from advocates for change.

La Loche – In January 2016, a shooting at La Loche Community School in Saskatchewan claimed four lives and injured seven others. One year later a gesture of healing touched the community. Ryerson Board member, journalist and talk show co-host Marci Ien who had covered the news story, reached out to Ryerson and the Raptors with an idea. Inspired by the Raptors hat worn by a La Loche student in a *Globe & Mail* photograph, she asked Raptors General Manager Masai Ujiri for help. Together they travelled to La Loche where Ujiri spoke at a student assembly and went from class to class giving out t-shirts that read "La Loche Dreams Big." At Ryerson, on January 13th we were delighted to welcome a group of students from La Loche Community School as part of a four-day visit to Toronto – hosting them for breakfast at the Launch Zone in the Student Learning Centre, where they participated in science demonstrations and learned

about Ryerson's interdisciplinary business incubators, and shot hoops with Rams student-athletes at the Mattamy Athletic Centre later in the day. The students appeared with Marci Ien on CTV's *The Social*, attended Raptors games, and met with the Prime Minister. La Loche principal Greg Hatch expressed thanks for giving students a wider world view by seeing a university outside their own province. It was a privilege to offer Ryerson support and friendship.

from the President's Calendar

November 15, 2016: Ryerson hosted a visit from Dr. Karim Chelli, President, Canadian University Dubai, to discuss international academic exchanges and collaboration.

November 17, 2016: The Hon. Charles Sousa, Ontario Minister of Finance, was keynote speaker at "The Evolving Nature of Retirement," sponsored by the National Institute on Ageing, Ted Rogers School of Management, Centre for Labour Management Relations, and Ryerson.

November 17, 2016: The Hon. Yasir Naqvi, Ontario Attorney General, was hosted by Ryerson on a visit to campus and a tour of the Legal Innovation Zone.

November 18, 2016: I was honoured to be invited to visit the BAPS Shri Swaminarayan Mandir in Toronto, a traditional Hindu temple celebrating its 10th anniversary in 2017.

November 21, 2016: I was pleased to deliver greetings to students attending the First Nations Technical Institute (FNTI) orientation on programs offered in partnership with Ryerson.

November 22, 2016: Ryerson hosted a meeting with The Rev. Dawn Leger, the new pastor at First Evangelical Lutheran Church on Bond Street, to discuss partnership and community.

November 23, 2016: I was very pleased to attend the Association of Fundraising Professionals 2016 awards lunch celebrating Valerie and Andy Pringle as Volunteers of the Year.

November 25, 2016: I attended a meeting with the Ministry of Advanced Education and Skills Development, the Ontario Centre for Workforce Innovation, and the Ontario Chamber of Commerce for a strategic discussion on partnering for the future.

November 30, 2016: It was a privilege to greet members at the Ryerson Alumni Association Annual General Meeting, a key constituency with a special relationship to the university.

December 1, 2016: I was honoured to host a lunch meeting with the Professor Emeritus group, valued colleagues and academic builders of Ryerson over a time of significant development.

December 2, 2016: I welcomed Dr. Mary Preece, the new president of Sheridan College, to campus; Brampton Mayor Linda Jeffrey joined us for a follow-up meeting December 21st.

December 5, 2016: Ryerson hosted an event at the DMZ with Laurie Robinson, Special Advisor on Aboriginal Issues to the Deputy Minister of Advanced Education and Skills Development and members of the Aboriginal Institutes Consortium.

December 8, 2016: I was pleased to offer welcome remarks at the launch of the Professional Canadian Arab Network for professional development, philanthropy, and mentorship.

December 9, 2016: Ryerson met with Deputy Minister Sheldon Levy, Advanced Education and Skills Development, and Assistant Deputy Minister Glenn Craney, on the funding formula.

December 14, 2016: Ryerson met with Friends of the Simon Wiesenthal Center in a dialogue on Holocaust Education Week and the way forward with understanding and inclusion.

December 14, 2016: Representatives from Cisco Canada were on campus for a meeting to discuss partnering on innovation support and advancing entrepreneurial initiatives.

December 15, 2016: I met with innovation and technology pioneer and visionary Don Tapscott to discuss the blockchain initiative.

December 16, 2016: Ryerson hosted a lunch for federal Minister of Science Kirsty Duncan to discuss national priorities and strategic development in science education and research.

December 19, 2016: Toronto city councillor Michael Thompson, Chair of Toronto's Economic Development and Culture Committee, Chair of Invest Toronto and a board member of Build Toronto was on campus for a meeting to discuss partnering on city-building initiatives.

December 19, 2016: I was pleased to attend the Roundtable on the Innovation Economy in Canada organized by Don Tapscott.

December 20, 2016: Ryerson met with Hillel Ontario and the Centre for Israel and Jewish Affairs, joined by Michael Levitt, MP York Centre.

January 9-10, 2017: I attended the Universities Canada Program for Presidents to share ideas with colleagues from other institutions and participate in discussions on challenges and opportunities in Canadian postsecondary education.

MEMORANDUM

To: Board of Governors

Cc: Mohamed Lachemi, President and Vice Chancellor

From: Julia Shin Doi, General Counsel and Secretary of the Board of Governors
Catherine Redmond, Governance Officer

Subject: Report from the Secretary

Date: January 31, 2017

1. The Institute of Corporate Directors

We have been receiving wonderful feedback about the Institute of Corporate Directors membership that the university has arranged for Board members. This is one of our new initiatives and we are pleased that Board members are finding the resources and materials helpful in their governance role. More information about the Institute of Corporate Directors and the types of programs offered can be found at: www.icd.ca

2. Faculty of Science Referendum

The Faculty of Science Referendum voting has begun and will run until February 2, 2017. Results will be available shortly thereafter and communicated to the students affected by the referendum. (On November 24, 2016, the Board approved the holding of a referendum among full-time undergraduate Faculty of Science students to seek approval for the creation of a fee to fund the operation of the Ryerson Science Society.)

3. Board of Governors Elections 2017

The nomination period for the Board Elections will begin on February 6, 2017 and close on February 15, 2017. There are three student positions, two faculty positions, and one staff position up for election. Voting in these elections will take place March 6 to 9, 2017.

4. Governance Essentials Program

On January 20, 2017, Board members had the opportunity to participate in the third financial literacy session, as well as a presentation by Paul Stenton, Deputy Provost and Vice Provost University Planning, on Ryerson's key performance indicators. The presentation by Paul Stenton was a follow-up to the Board Retreat held on November 1, 2016 where guest speaker Ross Paul emphasized that a key governance responsibility

of the Board is to keep informed on the university's key performance indicators. Board members were very engaged in the sessions and a special thanks to Janice Winton, Joanne McKee, and Paul Stenton for their participation. This will allow Board members to complete the Governance Essentials Program, which was formally initiated by the Board Secretariat in 2016.

5. Tour of the Aga Khan Museum

Thanks to Ryerson alumnus Mohamed Dhanani for inviting Board members to the Aga Khan Museum on January 18, 2017. Julia Shin Doi, Lamya Amleh, John Austin, and Gowry Sivapathasundaram attended and enjoyed their visit.

Congress 2017 – As we start the new year, planning is well under way to welcome delegates to Ryerson, and to Toronto, for the 2017 Congress of the Humanities and Social Sciences taking place on campus and in our neighbourhood from May 27th- June 2nd. I am pleased to share with the Board the theme of our conference, defined to coincide with our special anniversary:

Canada's sesquicentennial offers an important opportunity to critically reflect on the nation's past and seek to build a better, more inclusive and just future. Congress 2017 invites participants to acknowledge the country's colonial past and present practices, and forge new relationships towards positive change and reconciliation. Building upon the insights, contributions and recommendations of the Truth and Reconciliation Commission, the Congress 2017 theme "The Next 150, On Indigenous Lands" honours Canada's rich history, a history that predates 150 years, inclusive of different ideas, cultures, countries, geographies, schools of thought and disciplines. The theme encourages reflection on our national identities, our history, legacy and achievements of Canada in the last 150 years and those of the people and territory before, as we anticipate the next 150: a time of changing demographics, urban challenges, social justice and equality, new beginnings and boundless opportunities.

Congratulations

- The Clinical Psychology program has earned a 6-year reaccreditation from the Canadian Psychological Association (CPA), with special thanks to everyone involved for contributions to the process and its well-earned and highly successful outcome.
- *Raise Up*, a photography series created by School of Fashion students Stephanie Rotz, Sydney Allen-Ash and Jacqueline Ashton won first place in the Fashion Photography category of the 20th annual Orange Label Project, run and supported by the United Nations Trust Fund to End Violence against Women, and the London College of Fashion.
- The Ryerson MBA student team won both 2nd place and the People's Choice Award in the Kraken Investment Competition sponsored by the *Which MBA?* division of *The Economist* Newspaper Group, for optimising a \$1 million, five-year Bitcoin-Ether portfolio. Teams in the competition included the Ivey Business School at Western University, Rutgers Business School, Johns Hopkins Carey Business School, and Tuck School of Business at Dartmouth.
- Nathaniel Brunt (BA Arts and Contemporary Studies '11; MA University of Kent '12; MA Communication and Culture '16) was named student winner for #Shaheed, an ongoing study of the war in the Kashmir Valley, by the US-based Alexia Foundation, an organization that promotes the power of photojournalism to give voice to social injustice.

- Mohammad Chaudhry (BSc Chemistry & Biology '16) was named US/Canada Region Winner in the Chemical & Pharmaceutical Sciences category at the Undergraduate Awards in Dublin for his paper *Simultaneous Point and Axial Chirality Generation through Intramolecular Buchwald Hartwig Cross-Coupling reaction*, among a record 5,514 undergraduate papers submitted by 244 institutions in 121 countries. Seyed Nourbakhsh (Chemical Engineering '13) won \$500,000 USD from the 43North startup competition to launch Formarum, an automatic swimming pool system, which had won early support from the Norman Esch Engineering, Innovation and Entrepreneurship Awards.
- Julianna Romanyk, 1st year Media Production, received the Barbara Turnbull Award given to a student with a disability who exemplifies the late Toronto Star reporter's qualities of tenacity, perseverance, and positivity.
- Tatyana Terzopoulos, Master's student in Communication and Culture, received a Canada Graduate Scholarship to Honour Nelson Mandela, a program recognizing research in national unity, democracy, freedom and human rights, leadership and children's health.
- Maayan Ziv (BA, RTA School of Media '12, MA Digital Media '15), was honoured at the 3rd Annual National Startup Canada Awards event with the Resilient Entrepreneur Award for AccessNow, a website and app that crowdsources accessibility worldwide.
- The 2016 Excellence Awards presented by the Canadian Bureau for International Education (CBIE) recognized Ryerson with the *Panorama Award for Outstanding International Education Program* (Glocal Links program run by International Student Support); the *Elizabeth Paterson Award for International Student Leadership in International Education* (Adela Zyfi, 3rd year biomedical science), and the *New World Award for Student Leadership in International Education* (Jordan D'Souza, 4th year business management).
- At the 2016 UPCEA Marketing Awards recognizing top marketing and creative work among more than 400 postsecondary institutions in North America, the Chang School won two gold, for its spring 2016 open house campaign and its #ChangChats Twitter chats; and two silver for the spring 2016 achievers radio campaign and the 2015-16 print catalogue.
- The 2016 Canadian FinTech Awards recognized Ryerson leadership with the *Academic Institution Most Supportive of FinTech Award* won by Zone Startup-Ryerson Futures, and the *Accelerator, Incubator or Entrepreneurial Network Award* won by the DMZ

Trudeau Talks to Kids About Climate Change - In conjunction with the exhibition *The Edge of the Earth: Climate Change in Photography and Video*, the Ryerson Image Centre commissioned Madeleine Co., a Toronto-based art collective reimagining social issues through experiential storytelling and multimedia, to create *Climate Talks*, a web series in which children talked with adults about climate change. In a special episode released November 27th, Prime Minister Justin Trudeau answered questions about climate change from 9-to-12 year-old Torontonians. Among his comments, the Prime Minister said "People say you are the leaders of tomorrow but you are the leaders of today. There is a lot you can do, and everything you do can make a big difference. Young voices are essential for shaping the long term of our country."

Legal Innovation Zone – The Access to Justice challenge sponsored by the Ontario Ministry of the Attorney General in partnership with the Legal Innovation Zone came to an ingenious close in December. From 29 initial applicants, five finalists were chosen this past summer to receive four months of co-working space at the Legal Innovation Zone along with advisers, mentorship and other resources to help develop their businesses. The competition culminated in The Final Pitch in early December. The winners are: 1st Place (\$25,000) ParDONE, an online platform that gives people with a criminal record a second chance at success by reducing the cost, time, and complication of the record suspension application; 2nd Place (\$15,000) Legally Inc., an app that uses chat bots to assist Canadians fighting traffic tickets; 3rd Place (\$10,000) Law Scout, a technology platform that reduces the cost of routine legal work for small business owners.

SHAD @ Ryerson – Beginning 2017, Ryerson will become a host campus for SHAD, a summer youth program for exceptional high school students at a pivotal point in their education. The program annually sends 700 high school students to Canadian universities for a one-month educational experience. In July 2017 the Faculty of Engineering and Architectural Science and the Ted Rogers School of Management will support the first cohort of 60 students. Sean Mullin, executive director of the Brookfield Institute for Innovation + Entrepreneurship, made the case for bringing SHAD to Ryerson on a shared mission advancing future-based skills development.

Big Sports Day – On November 29th, thirteen Rams led Toronto youth from underserved neighbourhoods through an afternoon of skills and team-building athletic activities. An initiative in the Home Run Scholars program partnered by the Jays Care Foundation and Toronto Community Housing Corporation, Big Sports Days offer access to high-quality athletic facilities, positive role models and mentors, and the opportunity to experience a postsecondary campus. In addition to monthly Big Sports Days on campus, student-athletes will visit TCHC sites to participate in Home Run Scholars after-school programs, developing their own student leadership and community engagement by helping and encouraging youth.

| Rams Notes at January 17, 2017 | | | |
|--|--|---------------|----------|
| Team | U Sports Top 10 in Canada (week of Jan 11-17) | OUA Standings | Win-loss |
| Men's Basketball | #4 | #1 OUA East | 11-0 |
| Women's Basketball | #7 | #2 OUA East | 9-2 |
| Men's Hockey | #7 | #1 OUA West | 15-5 |
| Men's Volleyball | | #1 OUA East | 7-3 |
| Women's Volleyball | | #2 OUA East | 7-3 |
| <ul style="list-style-type: none"> On November 19th just before tip-off, the first OUA championship banners for the Rams men's and women's basketball teams were hoisted to the rafters; The Rams men's basketball team made history – twice – in November, setting a new record of 111 points in a single game on November 25th, and a new record on November 30th for the most 3-pointers scored in a game with a total of 23. | | | |



BOARD OF GOVERNORS MEETING
January 31, 2017

AGENDA ITEM: Student Societies

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:

Ryerson University has six student societies which are faculty-wide organizations and have, for the most part, a similar structure and purpose. Typically a student society's mandate is to foster a strong sense of community within their faculty and provide opportunities for professional and social engagement. In order to fund many initiatives the societies are given the right to charge fees determined by a Board-sanctioned referendum.

BACKGROUND: At the November 24, 2016 Board meeting the Ryerson Science Society requested the opportunity to hold a referendum to ask its membership to pay a fee to fund its activities. At that meeting Board members requested follow-up information on how society fees are collected and what financial oversight is in place to ensure that the fees are being used responsibly.

COMMUNICATIONS STRATEGY:

PREPARED BY:

Catherine Redmond, Governance Officer
January 25, 2017

APPROVED BY:

Julia Shin Doi, General Counsel and Secretary of the Board
January 25, 2017

MEMORANDUM

To: Mitch Frazer, Chair, Finance Committee

cc: Mohamed Lachemi, President and Vice Chancellor
Scott Clarke, Chief Internal Auditor
Heather Lane Vetere, Vice Provost, Students
Joanne McKee, Chief Financial Officer
Janice Winton, Vice President, Administration and Finance

From: Chris Evans, Interim Provost and Vice President Academic
Julia Shin Doi, General Counsel and Secretary of the Board of Governors

Subject: Student Societies

Date: January 20, 2017

You requested information about the university's oversight of funds collected pursuant to successful referenda by student societies.

Briefly, the Constitution of each of the student societies provides oversight of its finances by the Dean. Further, there is also an administrator (e.g. manager) within the faculty that assists student societies with fiscal management. Most student societies permit the Dean or administrator to freeze funds in situations of gross misconduct over the assets of the student societies. In the past, Internal Audit has done a review of the finances and practices of the Ryerson Engineering Students Society, upon the request of the Dean.

Accordingly, it is recommended that the university continue to oversee the finances of the student societies by the respective Dean and the faculty's administrator, and that Internal Audit may do a review of the finances and practices of a student society, upon request of a Dean.

The following sets out background information about the student societies and fees, and the provisions of the constating documents relating to administrative financial oversight.

I. Student Societies and Fees

There are six student societies at the university which are unincorporated associations of individuals. Five of the student societies have had a successful referendum as noted below:

1. Ryerson Architectural Science Society (referendum held in 2016 for fee collection beginning September, 2017);
2. Ryerson Arts Society (referendum held in 2015 for fee collection beginning September, 2016);
3. Ryerson Communication and Design Society (referendum held in 2013 for fee collection beginning September, 2014);
4. Ryerson Engineering Student Society (referendum held in 1988 for fee collection beginning September, 1989);
5. Ryerson Science Society (referendum to be held on January 30, 2017 for fee collection beginning September, 2018); and
6. Ted Rogers Students' Society (formerly known as Ryerson Commerce Society) (referendum held in 2003 for fee collection beginning September, 2004).

Fees are assessed and collected by the university through the student system on behalf of the student societies and a process exists to transfer the funds to them through Financial Services based on pre-set payment schedule.

II. Oversight by the Dean and Administration

1. **Ryerson Architectural Science Society** – The Dean of the Faculty of Engineering and Architectural Science, on behalf of the Board of Governors, is required to monitor and ensure the fiscal accountability of the Ryerson Architectural Science Society. The Dean is required to review the proposed budget annually before authorizing the transfer of funds to the student society and require a financial audit annually (Constitution, Article 4, ss. 4.1, 4.2). The Ryerson Architectural Science Society through its Finance Associate presents an annual financial budget to the Dean and its Board of Directors, and the Faculty's Manager, Student Relations and Development manages contractual matters, assists in meeting financial targets and oversees financial statements (Constitution, Article 11).

2. **Ryerson Arts Society** – The Manager, Undergraduate Student Relations and Development ensures financial accountability and may freeze funds with the permission of the Board of Governors (Constitution, Article 4). The Ryerson Arts Society by its Vice-President Finance presents an annual financial budget to the Dean of Arts or designate (Constitution, Article 9, s. 9.2). The Faculty's Manager of Undergraduate Student

Relations and Development ensures the Ryerson Arts Society's financial accountability and has the power to freeze funds and resources in situations of gross misconduct by a director (Article 4).

3. Ryerson Communication and Design Society – The Manager, Undergraduate Student Relations and Development shall ensure financial accountability and may freeze funds in situations of gross misconduct (Constitution, Article 4). The Ryerson Communication and Design Society by its Vice-President Finance presents an annual financial budget to the Dean of the Faculty of Communication and Design and its own Board of Directors (Constitution, Article 10, s. 10.2). The Faculty's Manager of Undergraduate Student Relations and Development ensures its fiscal accountability.

4. Ryerson Engineering Student Society – The Dean shall ensure fiscal accountability and review the proposed budget annually before the transfer of funds and shall require a financial audit annually. The Dean also has an Advisory Committee which includes a Finance Department representative and the Manager, Student Relations and Development, to assist the Dean (Constitution, Article 4). The Ryerson Engineering Student Society by its Vice-President Finance presents an annual financial budget to the Dean of the Faculty and its own Board of Directors no later than June 30 of each year (Constitution, Article 10, s. 10.2).

5. Ryerson Science Society – The Dean shall ensure fiscal accountability and may freeze funds in situations of gross misconduct (Constitution, Article 4). The Ryerson Science Society by its Vice-President Finance and President present an annual financial budget to the Dean of the Faculty of Science and its Board of Directors (Constitution, Article 12, s. 12.2).

6. Ted Rogers Students' Society (formerly known as Ryerson Commerce Society) – The Dean shall ensure the fiscal accountability of the Ted Rogers Students' Society. The Dean has the power to freeze funds in situations of gross misconduct (Constitution, Article 4). The faculty has a manager who assists the Dean in the fiscal oversight. An annual financial budget is presented to the Dean and Board of Directors by the Vice-President Finance with the President (Constitution, Article 10).

BOARD OF GOVERNORS

January 31, 2017

AGENDA ITEM: Cyber Security at Ryerson

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: Information

SUMMARY: This short presentation describes some of the challenges universities face defending themselves from cyber attacks and how Ryerson is working to improve its cybersecurity posture.

BACKGROUND: For the last three decades cybersecurity threats have been increasing in sophistication, intensity, diversity and volume. The recent ransomware attacks against the University of Calgary and Carleton University have demonstrated that Canadian universities have no special immunity to attacks. Attacks of this scale can lead to serious work disruptions and unplanned expenses in the low millions.

COMMUNICATIONS STRATEGY: n/a

PREPARED BY:

Name Brian Lesser, Chief Information Officer
Date January 25, 2017

APPROVED BY:

Name Janice Winton, Vice President, Administration and Finance
Date January 25, 2017

Cyber Security at Ryerson

Introduction

Where did the cyber security problem come from?

Complex systems developed by people are often fragile. For example, complex software applications commonly have flaws or “bugs” that make systems on the Internet vulnerable to attackers all over the world. Such vulnerabilities can be exploited to steal data, deny service or even gain remote control of a computer system. While it is theoretically possible to build security into systems from the start of the design process, there have been few economic incentives to allocate the human resources needed to do so.

Day-to-day human behaviours amplify the problem. Many computer users and system administrators do not routinely update (or patch) their systems with the latest software releases, which often contain bug fixes designed to eliminate vulnerabilities. The longer an unpatched system is on a network, the more likely it will be successfully attacked, particularly because new software releases can introduce new vulnerabilities that may be found and exploited later. As such, complex and rapidly evolving systems frequently have many flaws, increasing the possibility of attackers exploiting them before manufacturers can find and fix them.

People are also vulnerable to attacks. Just as an attacker's ability to send input to a software application over the Internet may allow them to take control of a computer, so too can deceptive emails fool a person into downloading and installing malicious software or giving away their password or credit card information. Sometimes, innocent mistakes pose risks such as posting sensitive files in a public folder instead of a restricted access folder, or sending a confidential email to the wrong person.

Vulnerabilities and human errors can be combined and exploited over time by attackers to compromise multiple systems as in the case of the May 2016 University of Calgary ransomware attack that affected at least 100 servers and personal computers.

The Internet and the applications available on it are increasing in number, complexity and usage, and so provide attackers with increasing rewards for their attacks. As these trends continue, the threat landscape is likely to worsen accordingly.

A Deloitte report tried to visualize these trends in the following illustration:

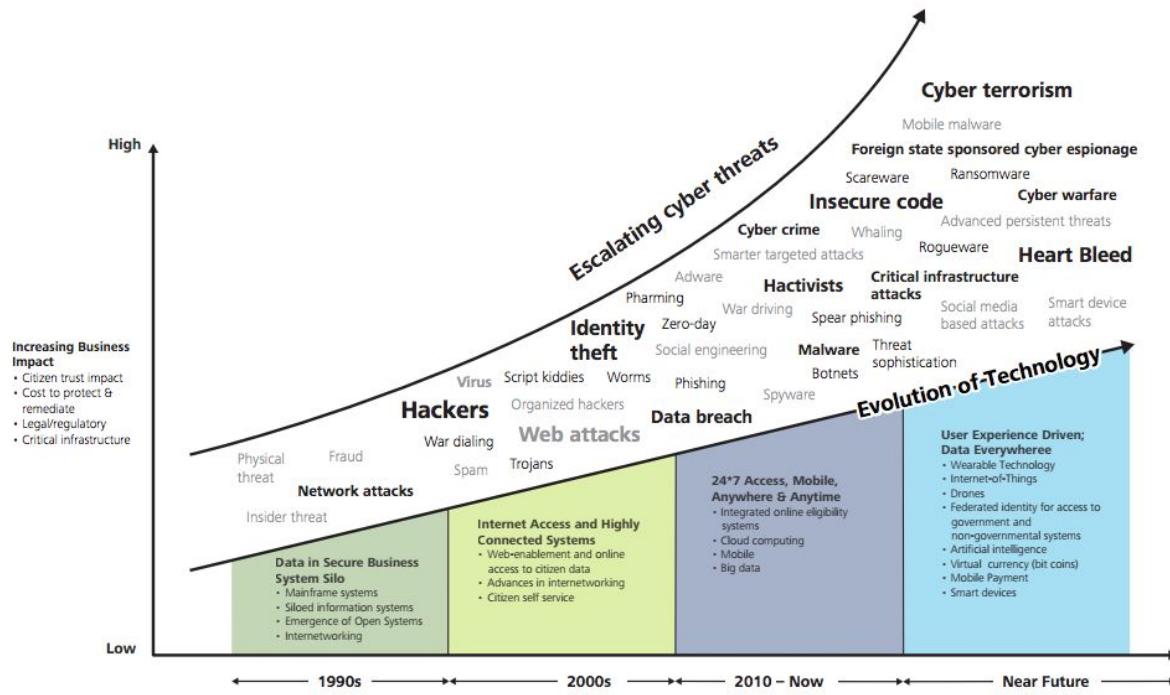


Figure 1. Escalating cyber threats. 2014 Deloitte - [NASCIO Cybersecurity Study - State Governments at Risk: Time to Move Forward](#), Deloitte, National Association of State Chief Information Officers (NASCIO), 2014.

Why are universities appealing targets?

Universities are not well-disciplined corporate entities with one hierarchical governance structure. They are most often a somewhat complicated collection of faculties, departments, programs, centres and research agendas. Governance is most often bicameral. Consequently, decision making is well distributed throughout universities. In simple terms, universities are complex systems that are challenging to protect in a coherent way.

Corporations are also difficult to defend, but they have some advantages. For example, it is relatively simple for a corporation to use a firewall to block by default all inbound connection attempts to their network. If an unpatched computer is temporarily vulnerable to attack, blocking access to it from outside the corporate network makes it harder to attack. Only systems like an external-facing corporate website are open to connections from the Internet.

Universities are much more open. Even when a block-by-default firewall policy is in place (as it is at Ryerson) the exceptions will be more numerous. Professors, research centres and departments may all have Web and other servers that can be reached via the Internet. So the attack surface of Universities is likely to be much larger than for many corporations.

Finally, universities are appealing targets for attackers because there are thousands of students whose identities may be stolen, credit cards compromised and accounts used to send out spam. There are also good economic incentives to harvest and sell research reports and data.

How can we defend ourselves?

Any cyber security strategy must take into account the complexity and cultural diversity of each university as well as its current security posture. While there are many best practices and good cyber security frameworks that can be adopted, there is no one-size-fits-all strategy for every institution.

However, if systems' complexity, the perverse economic incentives of attackers, and human error are at the root of the problem, then reducing or mitigating unnecessary complexity and adapting human behaviours to risks are most likely to improve security. But how to do this at a university?

Complex organizations require more energy to incite change than simpler ones. At a university, the following are all required:

- People with deep knowledge and experience with security programs and systems must be available to update and implement the information security strategy and respond effectively to security incidents.
- Strong and consistent executive leadership and support is required to help socialize security norms and to advocate for the university's evolving security strategy and risk management program.
- Strong budgetary (economic) incentives must be consistently applied to reduce unnecessary complexity, employ, maintain, and renew active defenses, and encourage safe computing practices while not inadvertently encouraging unsafe ones.
- Regular education - including experiential and personally relevant learning - is required for our ever-changing student population, employees who are often changing roles and our technical staff.

In short, cyber security is a human problem amplified by many complex networked systems. Managing risks is therefore largely a human and organizational problem rather than simply a technical one. To succeed at cyber defence, Ryerson needs to make its own security program an authentic project of the university community.

If that seems too abstract or difficult, consider that Princeton University achieved over 90% adoption of its two-factor authentication system by faculty, staff and students without making its use mandatory. Two-factor authentication adds an extra step to the login process which is seen by many as an annoyance. Yet, it is the best single tool available to protect accounts from being hijacked. According to Princeton's Chief Information Security Officer, two-factor authentication was adopted so widely because people wanted to "do the right thing." Princeton used

marketing, in-person presentations, and the support of IT staff from every department to support the drive for adoption and to incite a change in behaviour across the University.

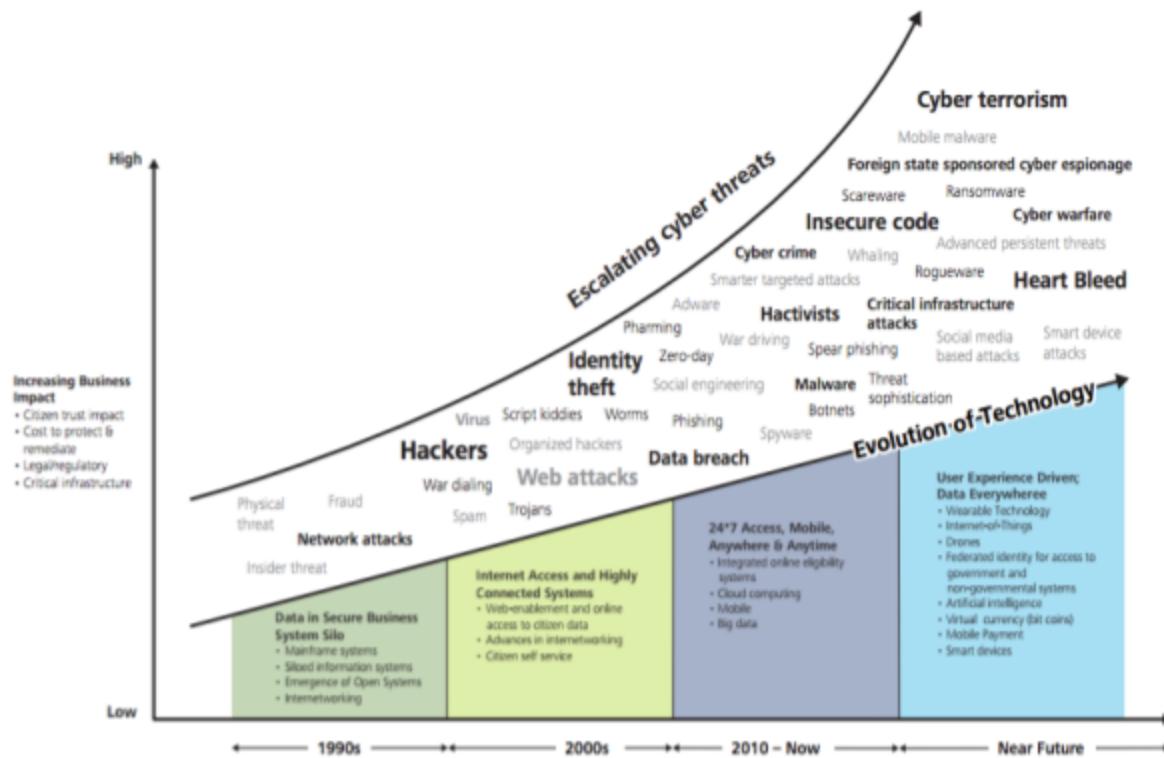


Cyber Security at Ryerson

Thursday, November 24, 2016
Board of Governors

“It is clear that cybersecurity threats are increasing - in sophistication, intensity, diversity and volume - and that they are not going away anytime soon.”

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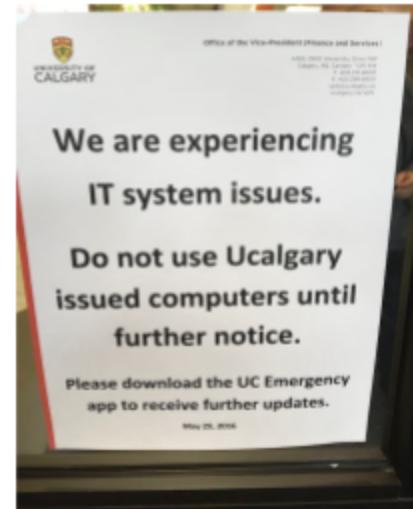
Cyber threat escalation in higher education

Three stories that made the headlines:

- Ransomware attacks
- Distributed denial of service (DDoS) attacks
- Account hijacking

U of C pays \$20,000 ransom

- 100 *infected* computers and servers
- Wireless, email, instant messaging, Admin VPN, and other problems on the first day of Congress: Saturday May 28
- Under 600 computers were *affected* in some way (ransomware found on 300 but not all encrypted)
- Request to not use computers was lifted on May 30
- June 3rd most services recovered
- June 7 all employees have email again
- Email messages restored by end of July
- 15,000 passwords changed



RUTGERS

DDoS attacks at Rutgers

Distributed Denial of Service (DDoS) attacks take Rutgers off line six times and lead to unplanned security expenses of between \$2 and \$3 million in one year. The attacker appears to have been paid \$500/hour.

"The Rutgers IT department is a joke. This is the third time I have launched DDoS attacks against Rutgers, and every single time, the Rutgers infrastructure crumpled like a tin can under the heel of my boot. This is a surefire sign that somebody needs to be fired..."

"Exfocus out"

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Just one hijacked account

"The hacked email account contained a file from 2013 that included names, mailing addresses, university ID numbers and Social Security numbers, as well as other email that contained names and Social Security numbers, officials said. The university learned of the breach on June 3, and they said it occurred "through a sophisticated phishing scam."

Records of 38,000 people.

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Account Hijacking at Ryerson

Phishing for passwords at Ryerson

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Date: Aug 1, 2016 1:02 PM

Subject: Hello

Hello,

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View

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Sign in to view or download attachment

A screenshot of a mobile email application. At the top, there is a large, circular, gray placeholder icon representing a missing attachment. Below this, a red square icon with a white envelope symbol is followed by the word "Gmail" in blue text. Underneath the icon, the text "Sign in with Gmail" is visible. A blue rectangular button with the text "Enter your email" is positioned below the "Gmail" sign-in box. Below this is a white rectangular input field for a password. At the bottom of the screen is a blue button with the text "Sign in to view attachment".

One Google Account for everything Google



Password guessing from around the world

Over 6 days:

- 3,641,642 guesses (detected)
- 3,000+ machines in 103 countries trying to guess Ryerson passwords
- 94% from outside Canada

| Country | Percentage |
|----------------|--------------|
| United States | 13.30% |
| Viet Nam | 13.25% |
| Brazil | 7.39% |
| Japan | 7.04% |
| Germany | 5.62% |
| Canada | 5.52% |
| China | 4.29% |
| United Kingdom | 3.89% |
| India | 3.74% |

Password guessing before/after firewall rate limiting

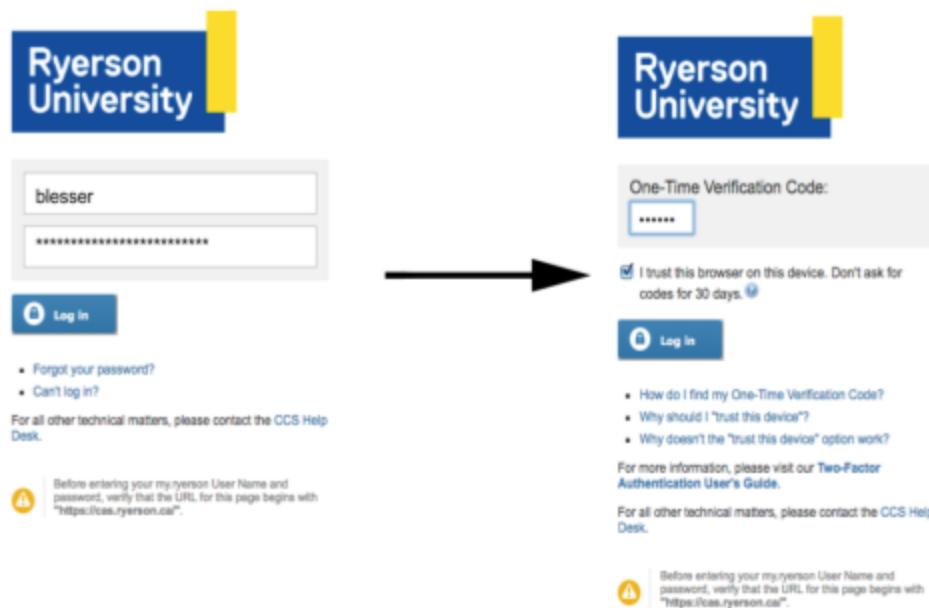
| Targeted service | Guesses before | Guesses after |
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| Central Authentication Service (CAS) | 794,000 | 2740 |
| SSH (terminal access and file transfer) | 738,380 | 461,840 |
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| Mail Login (Thunderbird, Outlook...) | 216,910 | 535,950 |
| SMB (Windows shared drive login) | 23,632 | 3,528 |
| Total | 3,641,642 | 1,032,608 |

Detected password guesses in a six day period.

Detected account hijackings at Ryerson



Two-factor authentication at Ryerson



Two-factor authentication adoption

- Introduced in 2013 as part of Google Apps project
- Now promoting it for all applications



No silver bullets

- 100% security is not achievable.
- Attempting to provide highly effective security under all circumstances is unaffordable.
- Universities are challenging to defend.

Cyber security challenges in higher education

- Fiscal constraints + scale of online operations:
 - 22,000+ Web logins every day at Ryerson
 - 150,000+ active accounts (program and continuing education students, alumni, instructors, staff.)
- Turn over in instructors, students, student employees, and people in management positions makes security awareness training more challenging.

Cyber security challenges in higher education

- History of open and unprotected networks - Ryerson has implemented a “deny by default” firewall policy.
(Ryerson’s network is harder to scan.)
- Alignment on security of decentralized IT services is challenging - especially with very small IT support groups.
- Data on thousands of user-managed mobile devices.
“Bring your own device.”

Evolving security practices at Ryerson

1. cybersecurity framework driven improvements;
2. more data-driven, automated and active defenses;
3. increasingly risk-based approach to security management;

International standard ISO/IEC 27002

Code of practice for information security management

- **14 security categories:**

Information security policies, organization of information security, human resources security, asset management, access control, cryptography, physical and environmental security, operations security, communications security, systems acquisition development and maintenance, supplier relationships, information security incident management, information security aspects of business continuity management, compliance.

- **35 control objectives**
- **114 controls (in practice there are many more)**

Information security capability maturity model

| Level | Name | Description |
|-------|------------|--|
| 5 | Optimizing | Continuous process improvement is enabled by quantitative feedback. |
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[The US benchmark](#) for all higher education institutions is level 2.8 and for all baccalaureate institutions is 2.4. (These numbers may be optimistic as they are often self-assessments.)

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| | Average | 2.00 | 2.21 | 2.36 |

Some recent and ongoing improvements at Ryerson

- Budget process for new IT projects requires privacy and security consultations.
- Departments with compromised systems must contribute to the cost of forensics.
- Automated removal of malware infected devices from the network.
- Only registered servers are visible to the Internet.
- Two-factor authentication adoption campaign - best protection from account hijacking.
- Anti-phishing campaign (Ryerson is sending fake emails and then training staff who are deceived by them.)
- More aggressive filtering of email attachments.
- Better defined and rehearsed incident management.
- Security information and event management system

Risk sharing

UNIVERSITY OF CALGARY

Smart = Cyber Insurance

- UCalgary is one of only a few Canadian universities with a cyber insurance policy.

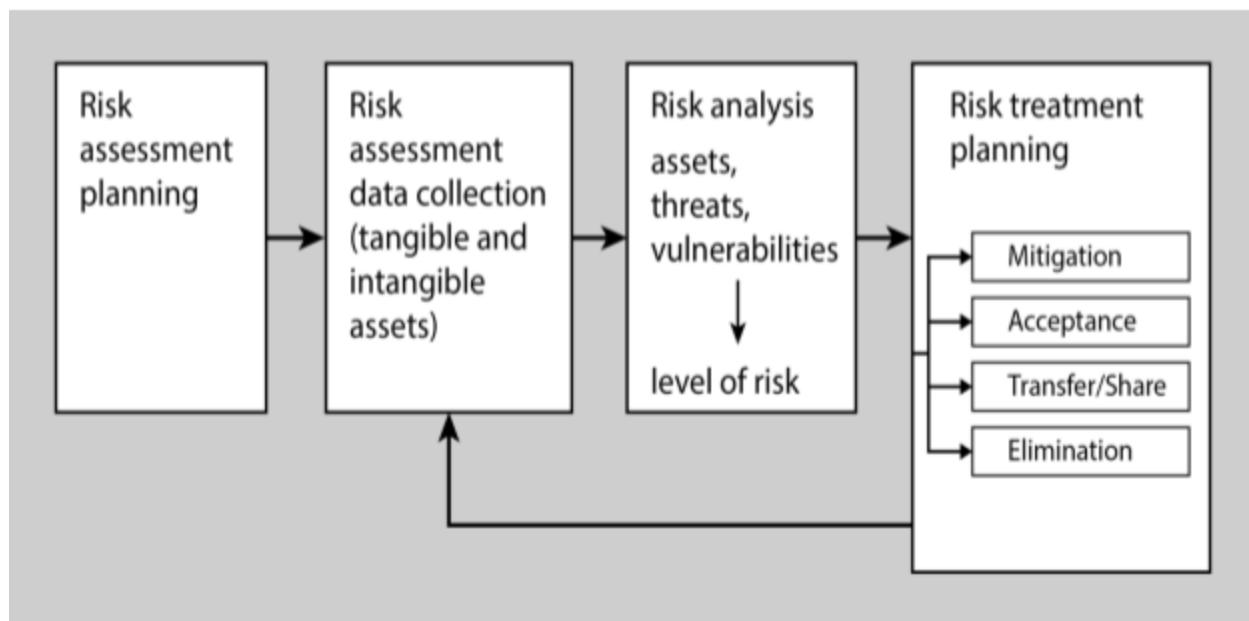


- Insurer will review UCalgary's response to the ransomware attack and subsequent IT improvements to ensure appropriate measures are in place to reduce the threat of future attacks.

<http://www.ucalgary.ca/provost/files/provost/campus-town-hall-june24.pdf>

16

IT Security as a risk-management exercise



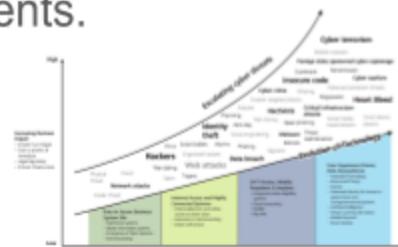
Security policies, standards, procedures...

- Working through a significant refresh Ryerson's information security policy framework.
- Presentations on information classification and acceptable use to faculty and staff: Academic Planning Group, Administration and Finance Management Group, Research Ethics Board, Advisory Committee on Academic Computing, University Advancement, University Relations, Ryerson Security Working Group...

Making a long term commitment to cyber security

Ensure that Ryerson has the ability to make informed decisions about information security and its impact on learning, teaching, research, administration, and reputation.

Commitment to risk-based and continuous IT security and information security program improvements.



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Aiming for level 3 of the information security capability maturity model: **Information security processes are documented, standardized, and integrated into all processes across the University.**

Cannot assume current steady state spend for IT security is realistic or that institutional change is not required. Strong and consistent executive support for IT security is required.

Discussion



<http://xkcd.com/932/>

References

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<https://www.acsac.org/2001/papers/110.pdf>

NASCIO Cybersecurity Study - State Governments at Risk: Time to Move Forward, Deloitte, National Association of State Chief Information Officers (NASCIO), 2014.
http://www.nascio.org/Portals/0/Publications/Documents/Deloitte-NASCIOCybersecurityStudy_2014.pdf

Cybersecurity in higher education: the changing threat landscape
<http://performance.ey.com/wp-content/uploads/downloads/2016/08/EY-Performance-Cybersecurity-in-higher.pdf>

CCIRC Cyber Safe Guide (Information on cyber security that is useful for departments who operate their own systems.)
<http://www.getcybersafe.gc.ca/cnt/rsrcts/pblctns/smll-bsnss-gd/index-en.aspx>

Targeted ransomware no longer a future threat (A *very detailed* explanation of how one widespread ransomware attack works.)
http://www.intelsecurity.com/advanced-threat-research/content/Analysis_SamSa_Ransomware.pdf

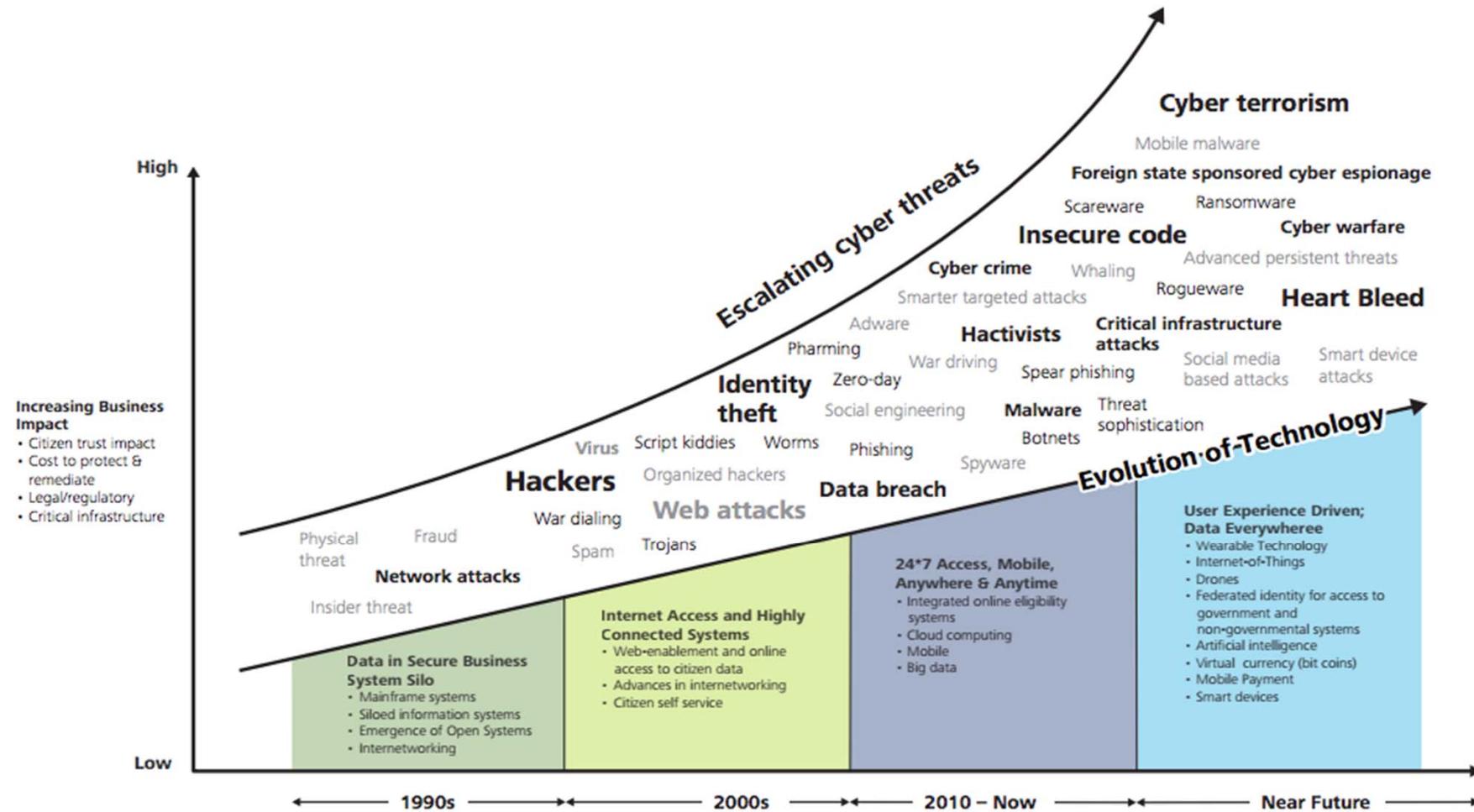


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Tuesday January 31, 2017
Board of Governors

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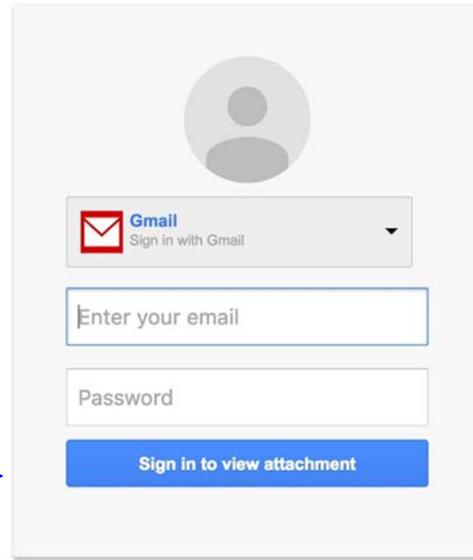
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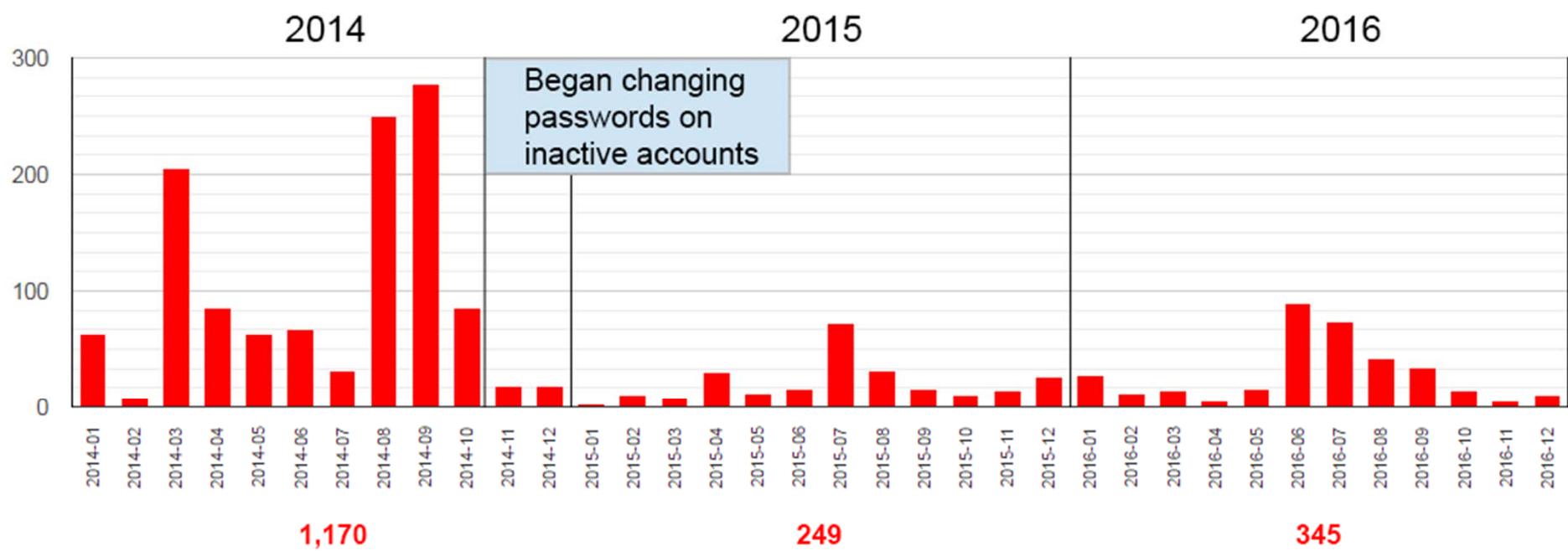
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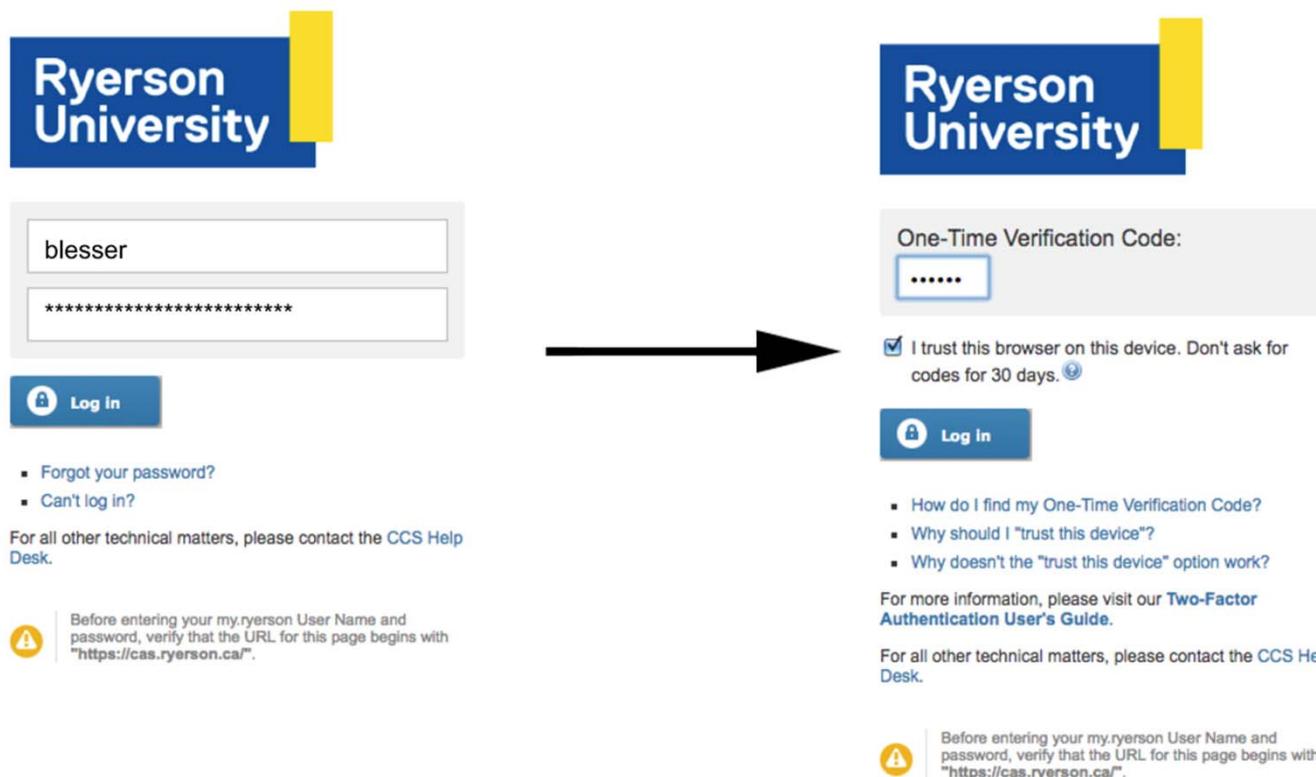
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Detected account hijackings at Ryerson



Two-factor authentication at Ryerson



The diagram illustrates the transition from a standard login process to one that includes two-factor authentication. It consists of two side-by-side screenshots of a web browser. A large black arrow points from the left screenshot to the right one.

Left Screenshot (Standard Login):

- Ryerson University** logo at the top.
- Two input fields: the first contains **blesser**, and the second is filled with *********.
- A **Log In** button with a lock icon.
- Links for **Forgot your password?** and **Can't log in?**
- Text: **For all other technical matters, please contact the CCS Help Desk.**
- A yellow warning icon with a exclamation mark: **Before entering your my.ryerson User Name and password, verify that the URL for this page begins with "https://cas.ryerson.ca!".**

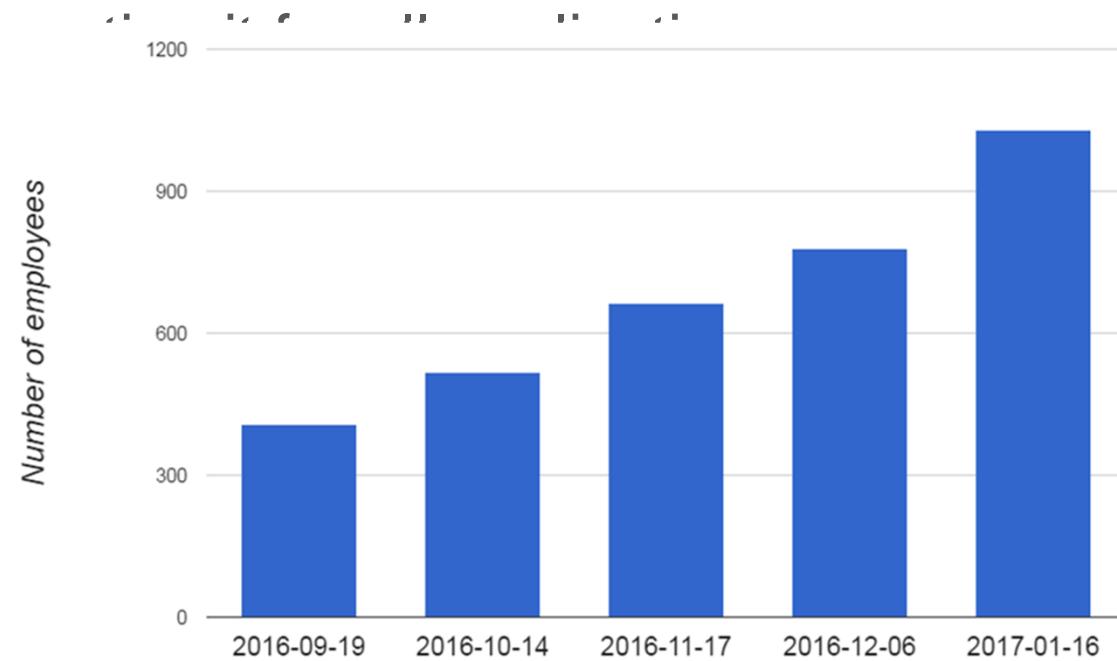
Right Screenshot (Two-factor Authentication):

- Ryerson University** logo at the top.
- An input field labeled **One-Time Verification Code:** containing **.....**.
- A **Log In** button with a lock icon.
- A checked checkbox: **I trust this browser on this device. Don't ask for codes for 30 days.**
- Links for **How do I find my One-Time Verification Code?**, **Why should I "trust this device"?**, and **Why doesn't the "trust this device" option work?**
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Introduced in 2013 as part of Google Apps project

Now pro



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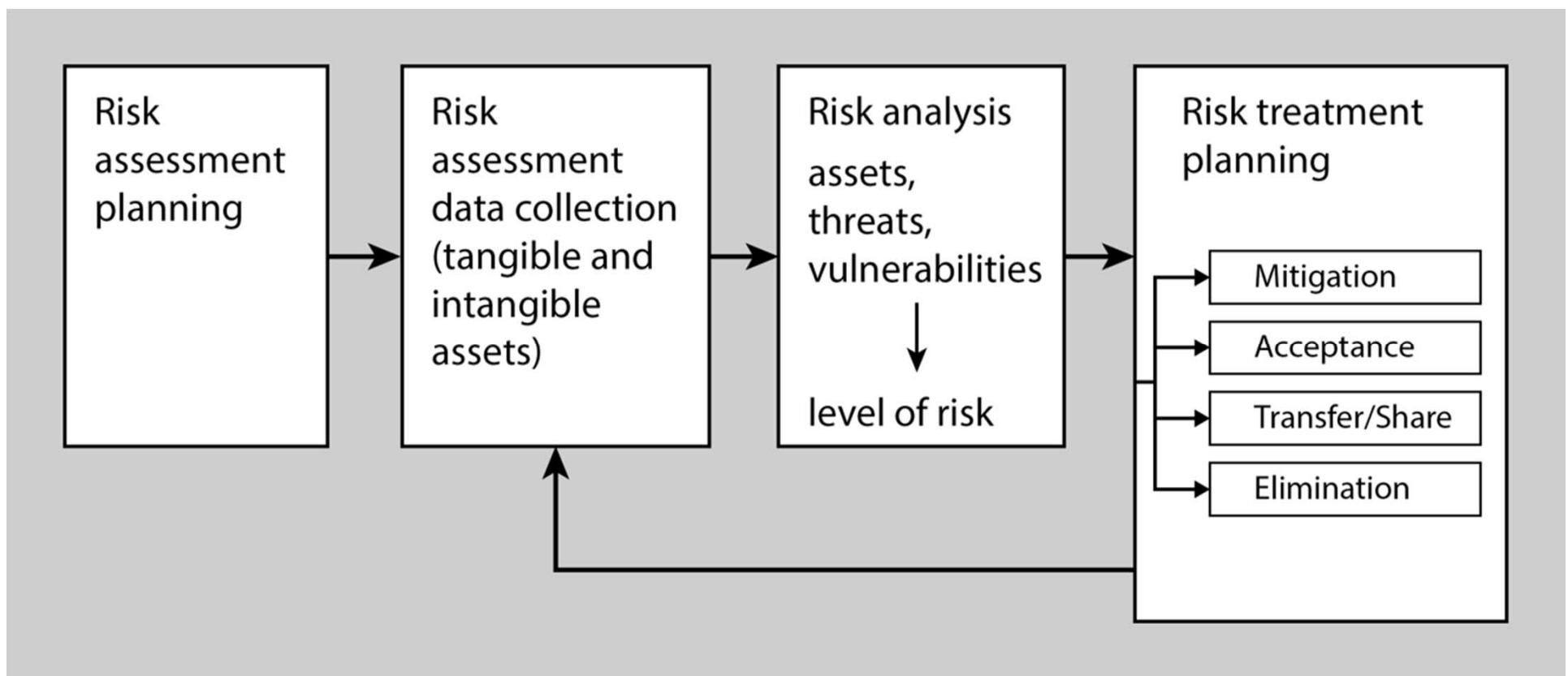
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Better defined and rehearsed incident management.

IT Security as a risk-management exercise



Security policies, standards, procedures...

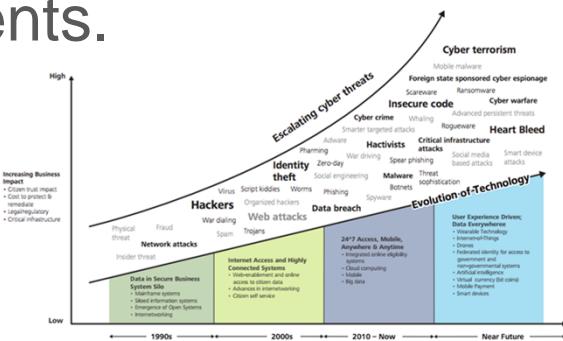
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<http://xkcd.com/932/>



BOARD OF GOVERNORS MEETING

January 31, 2017

AGENDA ITEM:

DMZ update

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:

The DMZ at Ryerson University was founded in April 2010. The strategic direction, current activities and future initiatives are presented to the Board of Governors for information purposes.

BACKGROUND:

The DMZ is the leading business incubator for technology startups in Canada. The top-ranked university-based incubator in North America and third in the world, it helps high-potential startups grow and scale to world-class businesses by connecting them with customers, capital, experts and a community of entrepreneurs and influencers. In six years, it has grown more than 266 companies that have raised \$280 million and created more than 2,500 jobs.

COMMUNICATIONS STRATEGY:

PREPARED BY:

Weronika Gruszczynska, Executive Coordinator, DMZ
January 27, 2017

APPROVED BY:

Abdullah Snobar, Executive Director, DMZ
January 27, 2017

DMZ 2.0

January 31, 2017

Abdullah Snobar, Executive Director

Agenda

No. 01

**Overview of
the DMZ**

No. 02

**DMZ 2.0:
Priorities and
focus areas**

No. 03

Next steps

No. 04

Q&A

Overview of the DMZ



The DMZ is a **business**
incubator for **tech startups**
in downtown Toronto.

We help high-potential
startups **grow and scale** to
world-class tech businesses.

We aim to enable the
creation of global
powerhouse companies
that are made-in-Canada.

#1 university business incubator in North America



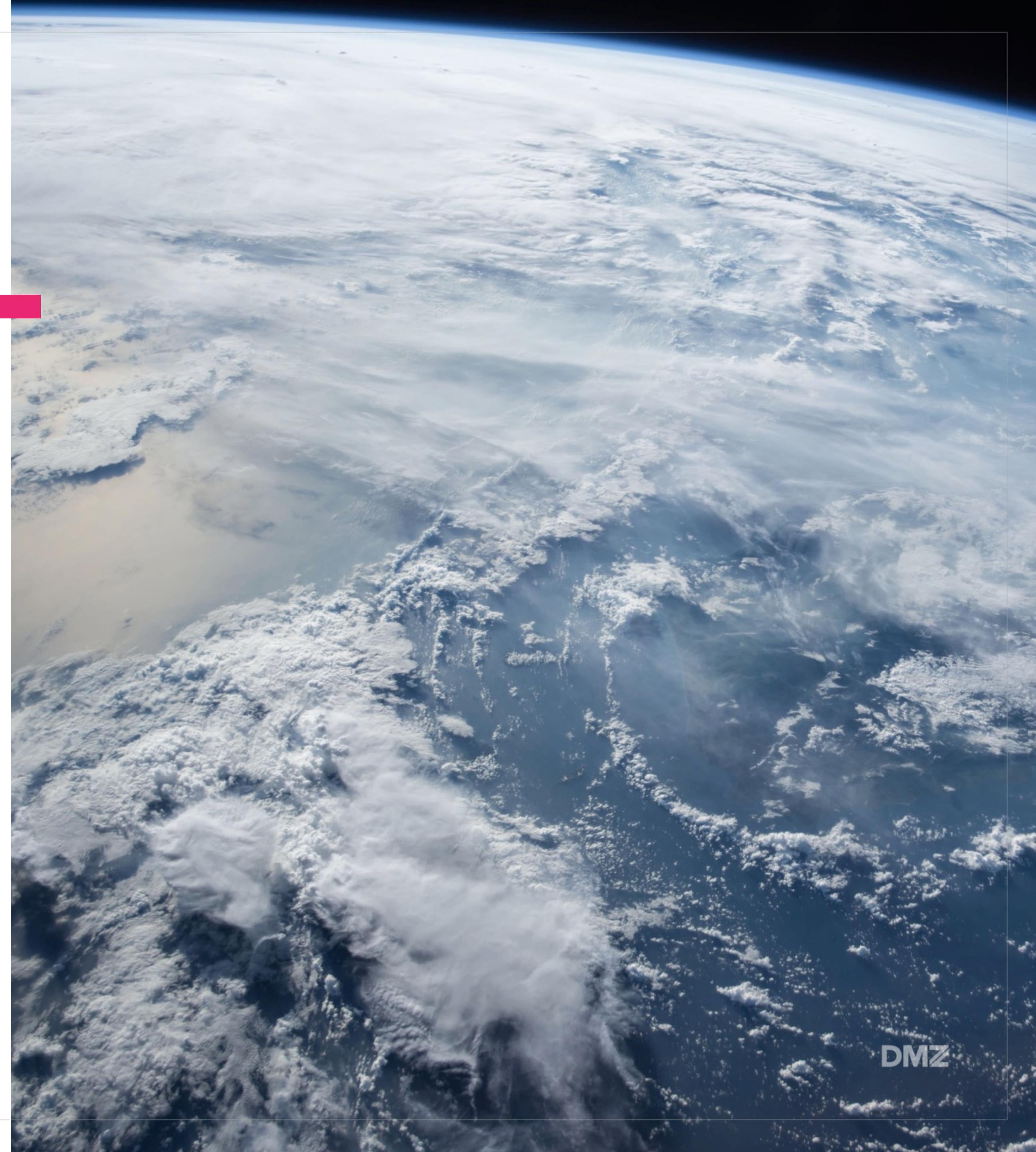
As ranked by UBI Global 2015-16



We also
ranked **third**
on the world
stage.



As ranked by UBI Global 2015-16



DMZ

Our success

266

startups
incubated and
accelerated

2,562

jobs
created

2,069

tours through
the DMZ

14%

startup
acceptance rate

60 startups

218

alumni
startups

\$280

million in
funding raised

50+

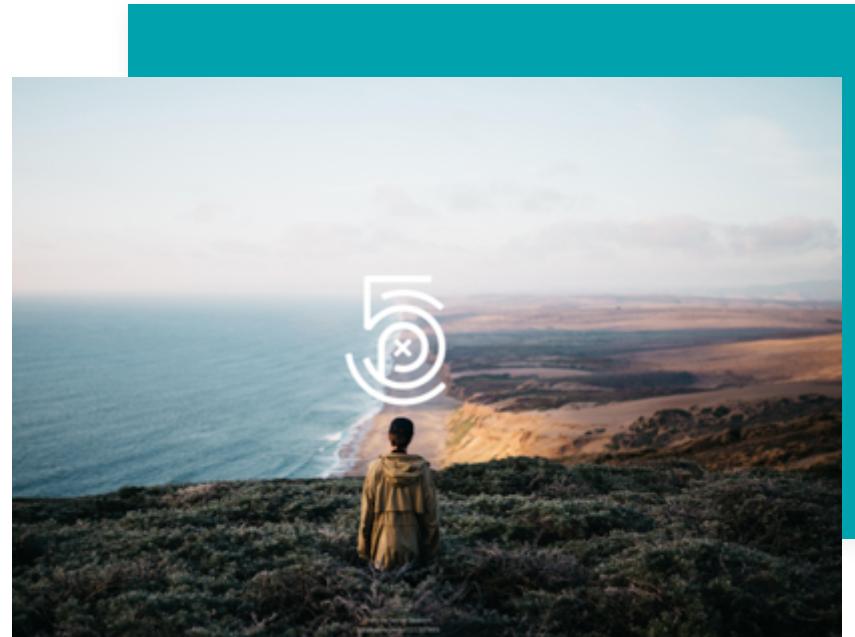
international fellows
welcomed

21%

of our founders
are women

350 innovators

Past success stories



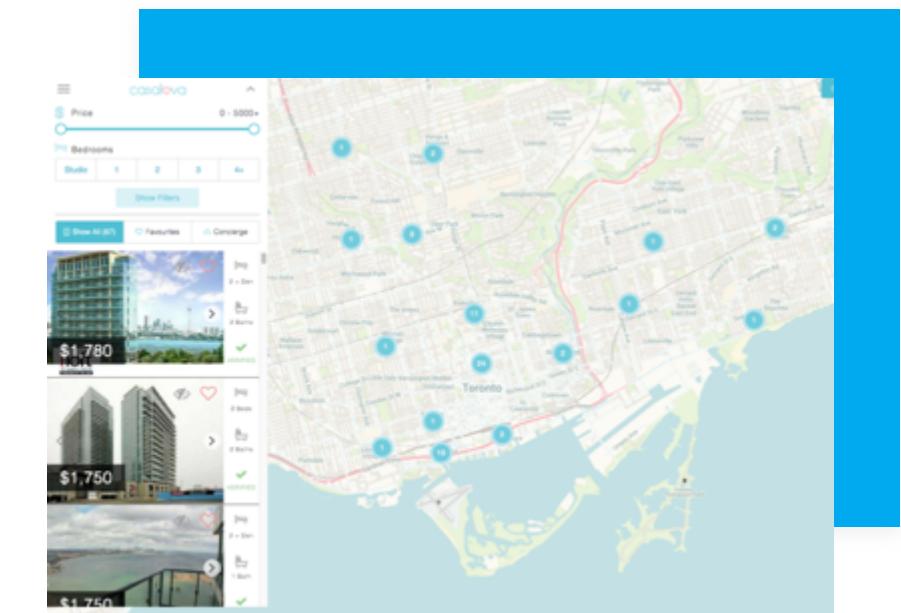
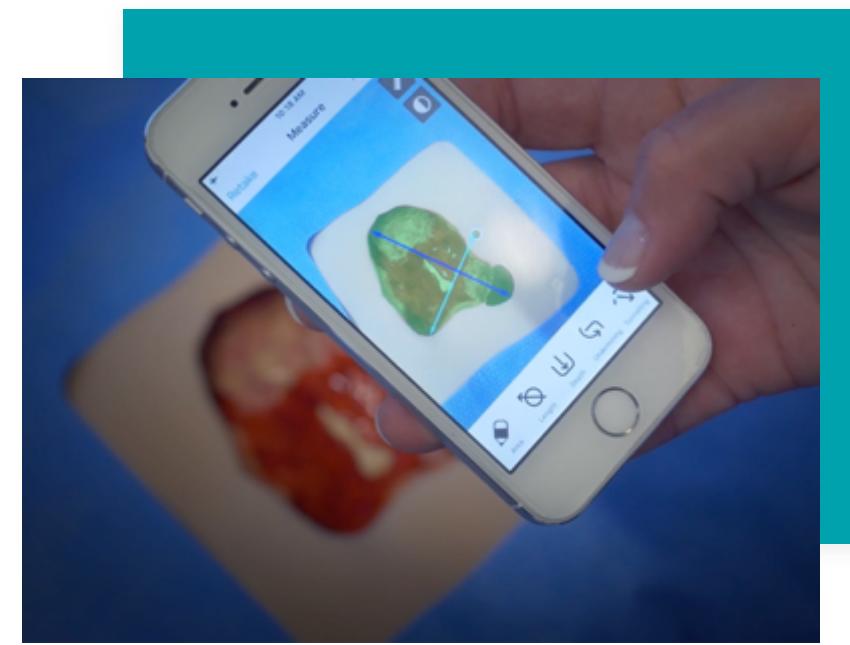
500PX



BIONIK
LABORATORIES

DMZ

Today's success stories



ZENSURANCE

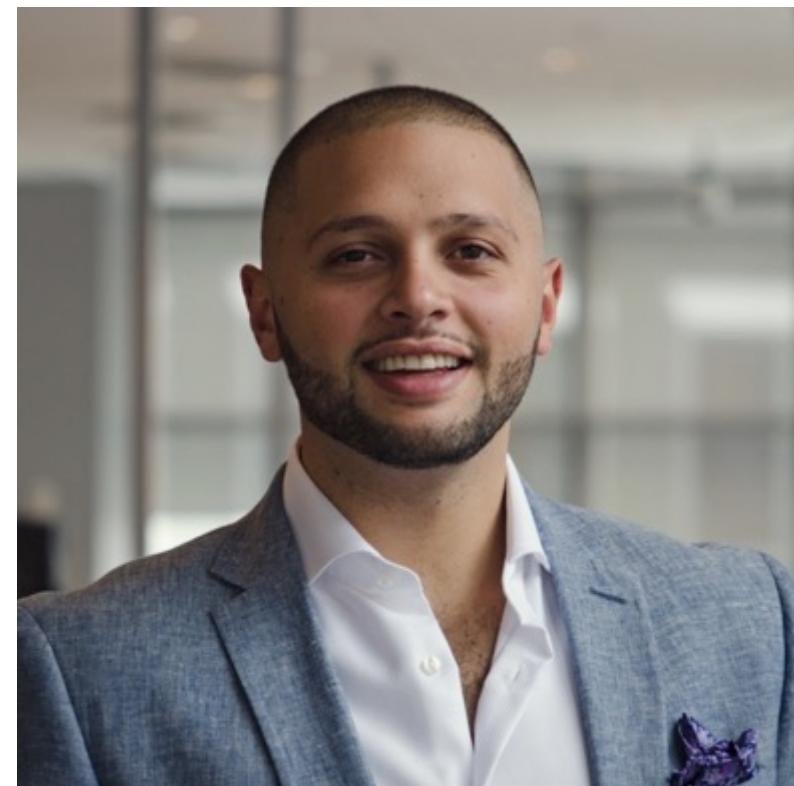
SWIFT MEDICAL
FOCUS ON HEALTH

brizi

casalova

DMZ

Our executive team



Abdullah Snobar

Executive Director

- 10+ years experience
- Ontario Trillium Foundation
- B.Comm Ryerson, MBA candidate



Aliza Lakhani

Director, Business Development & International Projects

- 10+ years experience
- Rexdale Women's Centre
- B.Math Waterloo, MBA NYU



Hussam Ayyad

Director, Startup Services

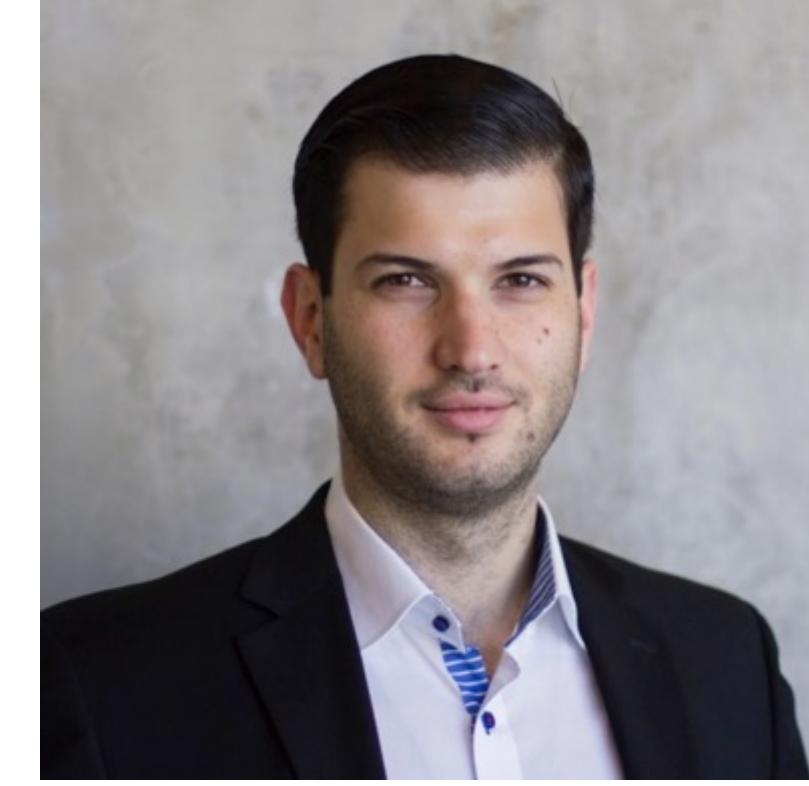
- 10+ years experience
- Serial entrepreneur
- B.Eng. Western, MBET Waterloo, MBA candidate



Krysten Connely

Manager, Marketing & Communications

- 5+ years experience
- BA Ottawa, MA York & Ryerson, MBA Ryerson



Sherif El Tawil

Manager, Operations

- 5+ years experience
- B.Eng. Ryerson



JPMORGAN CHASE & CO.



Our organization



Our advisory council

Nadir Mohamed
Chairman,
ScaleUP Ventures
▼



Nazmin Gupta
Chief Marketing
Officer,
Greystone
Managed
Investments Inc.
▼



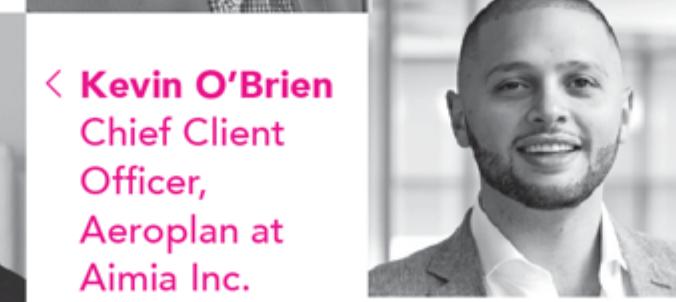
Kirstine Stewart >
Chief Strategy
Officer,
Diply GoViral



David Walmsley
Editor in Chief,
The Globe & Mail
▼



Kevin O'Brien
Chief Client
Officer,
Aeroplan at
Aimia Inc.



Abdullah Snobar,
Executive Director,
The DMZ at
Ryerson University

**Andrew
Macdonald**
Regional General
Manager,
APAC and
Latin America,
Uber



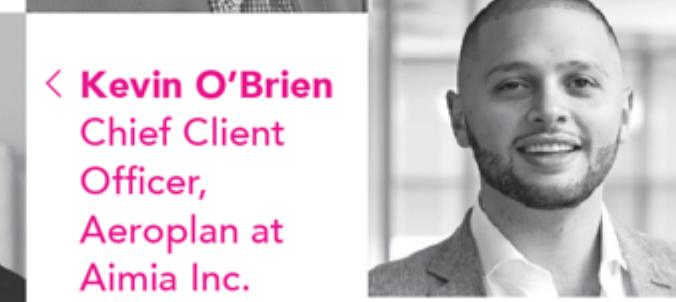
Bruce Croxon
Partner,
Round13 Capital



Dino Trevisani
President,
IBM Canada



**Mohamed
Lachemi** President
& Vice-Chancellor,
Ryerson University



Anoop Prakash
Managing
Director,
Harley-Davidson
Canada



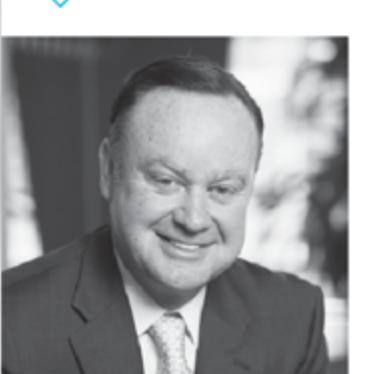
Michael Rossi
President,
adidas Group
Canada
▼



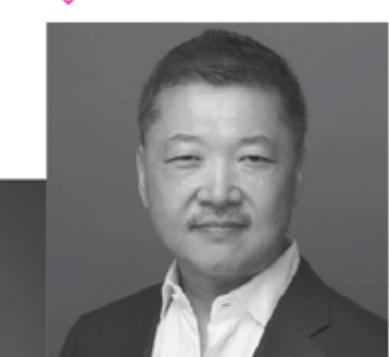
Anthony Lacavera
Founder &
Chairman,
Globalive Capital
▼



Barry K. Columb
President & CEO,
President's Choice
Financial
▼



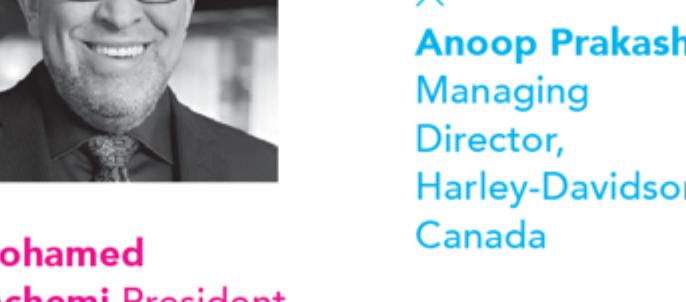
Yung Wu
Managing
Director,
NFQ Ventures
▼



Sabrina Geremia >
Managing
Director,
Integrated
Solutions,
Google



John Albright >
Managing
Partner,
Relay Ventures



Peter Bowie
Independent
Director,
former CEO of
Deloitte China
▼



Priya Patil
Corporate Director
▼

DMZ 2.0

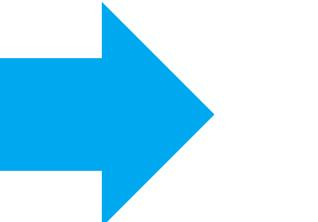


DMZ 2.0

The next 5 years

DMZ 1.0

- Strong community
- Reputable brand
- Culture
- Saying “yes”
- Quantity of startups
- Space management
- Little programming
- Stage and sector agnostic
- Diluted priorities (7x)



DMZ 2.0

- **Scale and growth**
- **Focus:** Building expertise in-house and vertical-specific programs
- **Stage:** Selecting companies with MRR
- **Quality over quantity**
- **Discipline and accountability**
- **Partners:** Partnerships selective of scale and growth
- **Brand:** Strengthening our brand as a global leader in sales and acceleration
- **Focused priorities (3x)**



Our strengths

01 Our people

We invest in people: we strive to attract the best founders, the best staff and the best experts.

02 Our brand

We've built a world renowned brand that is synonymous with quality support, trust and Canadian innovation.

03 Our deep roots at Ryerson

We have a unique and unmatched competitive advantage within the University's innovation ecosystem.

04 Our community and culture

We've built a one-of-a-kind community of current and alumni startups.

05 Our location

We're strategically situated in unique proximity to high customer density and a thriving metropolitan.

06 Our subject matter experts

We've recruited best-in-class subject matter experts who are laser focused on helping startups grow and scale.

07 Our network

We've developed a unique ability to convene different stakeholders seamlessly and facilitate cross introductions.

Our opportunities

01

Redesign to **focus on growth and scale of startups**, while extending the coverage of Ryerson's startup ecosystem.

02

Position ourselves more strategically and define our role in an increasingly mature ecosystem.

03

Specialize and focus on high-growth verticals.

04

Strengthen our brand through UBI ranking to increase cooperations, international reach, and reputation as leader in sales and acceleration.

05

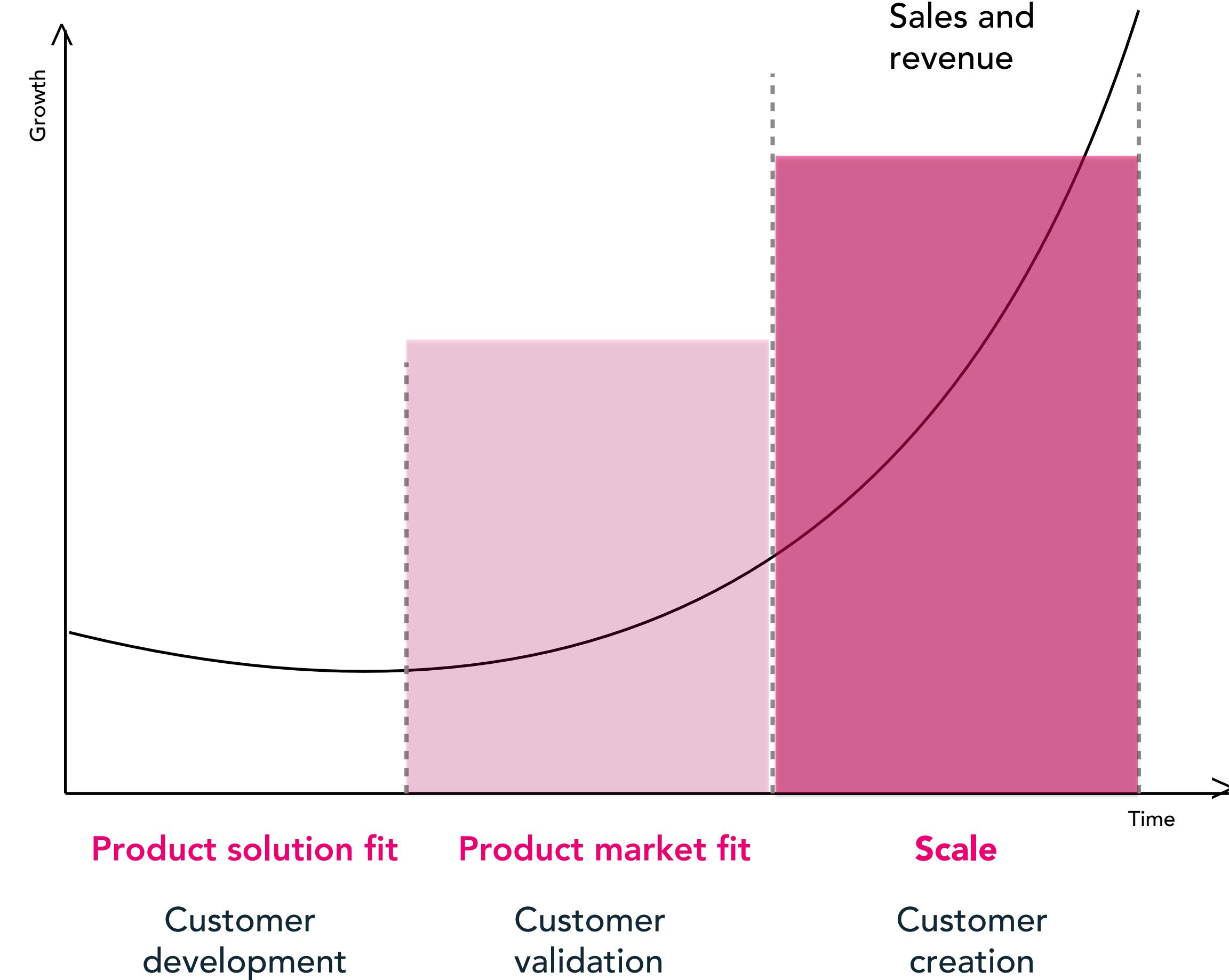
Capitalize on the government's priorities to support innovation and entrepreneurship.

DMZ 2.0

Our 5-year strategy

Helping Canadian-based companies grow and scale.

Doubling down on winners.



DMZ 2.0

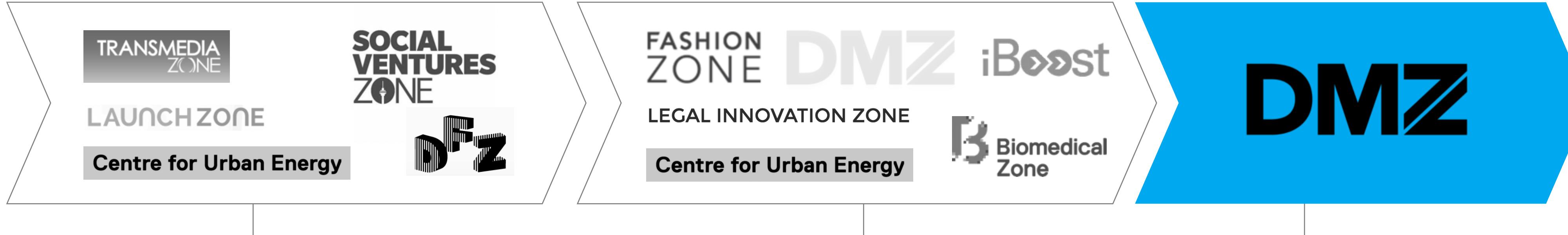
What it looks like



Problem / solution fit

Product market fit

Scale



VELOCITY

COMMUNITECH



NEXT CANADA



DMZ

DMZ 2.0

Our priorities

Priority 1

Startups

Priority 2

Community

Priority 3

**Business
development**



DMZ

DMZ 2.0

Priority 01

Helping startups grow and scale

- Recruiting startups that are **past** product market fit
- Focusing on growing the **sales and revenue** of startups
- Designing and delivering **best-in-class relevant programs** (e.g. sales- and execution-focused)
- Focusing on **high-growth verticals** (e.g. fintech, machine learning)
- Redesigning essential resources offered for startups: **Capital, customers, coaching and community**

Priority 1

Startups

01

DMZ

DMZ 2.0

Growth and scale

The first "C"

Customers

Provide our startups with best-in-class subject matter expertise.

- Sales programs (DMZ Playbook)
- Local, national and international customers
- Industry Nights
- Tours
- Strategic initiatives

The second "C"

Capital

Provide our startups with growth focused accelerator programs and continue to build strategic industry partnerships.

- Venture capitalists
- Angel investors
- Corporate investors
- Investor-led workshops

The third "C"

Coaching

Provide our startups with a global network of relevant investors.

- Best-in-class entrepreneurs-in-residence
- Mentors/advisors
- Faculty members
- Access to Advisory Council

The fourth "C"

Community

Provide our startups with an unmatched local and global community.

- Unique culture
- P2P learning
- Ryerson University
- International partnerships
- Government relations
- Incubators/accelerators
- Conferences, competitions
- Talent

DMZ

DMZ 2.0

Priority 02

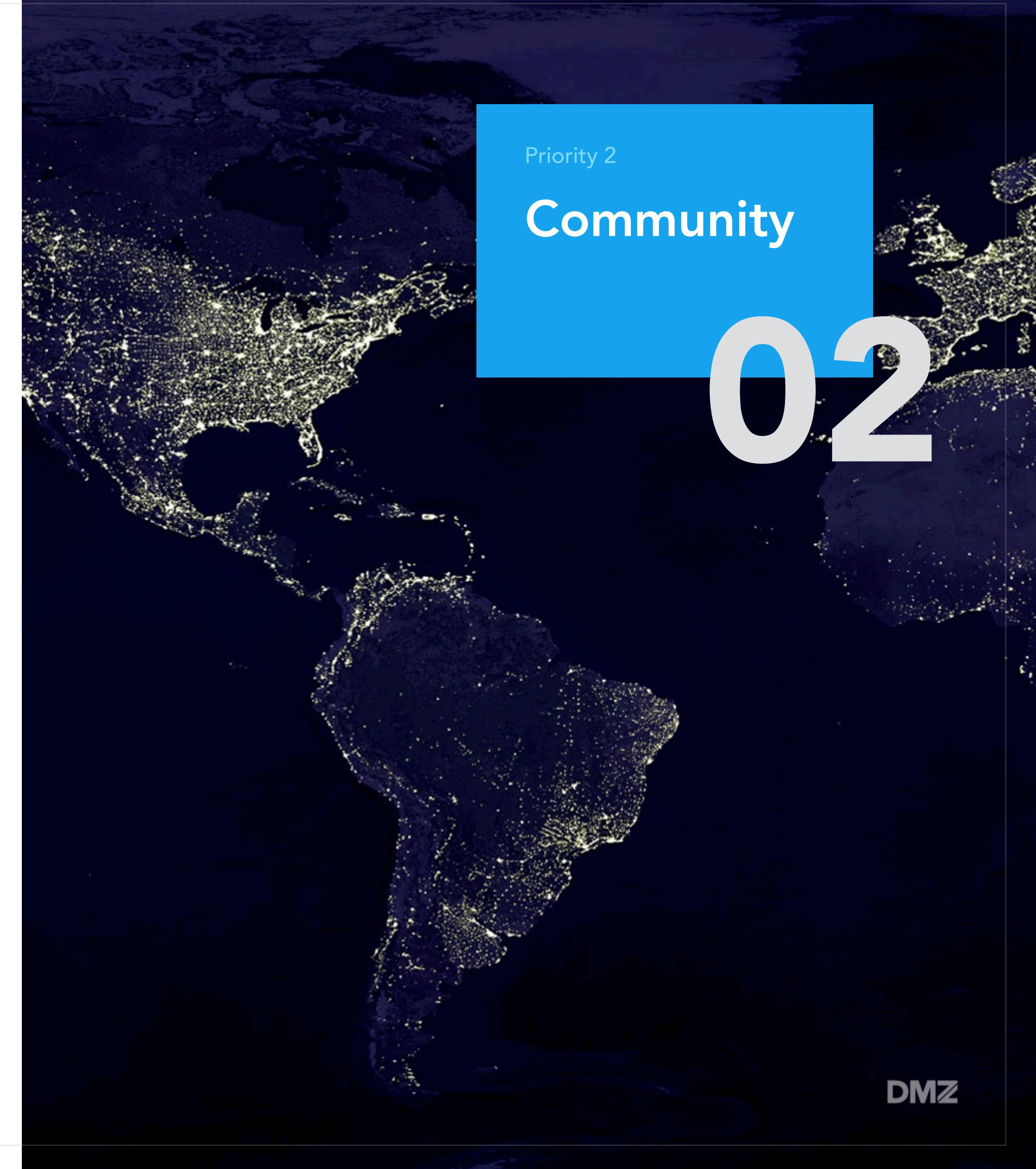
Continuing to strengthen our local, national and international community

- Increasing engagement with our **alumni** companies
- Establishing a clear and **unique value proposition** with Ryerson and external ecosystem
- Forging the **right relationships** with local and global community partners (e.g. soft landing opportunities, pipeline, talent, international development)
- Positioning the DMZ as a **thought leader**

Priority 2

Community

02



DMZ

sandbox

by **DMZ**

Powered by the DMZ, Sandbox is an innovative community space that empowers individuals and communities with the creative, digital and entrepreneurial skills needed to reach their full potential.

Sandbox focuses on:

- 1) Skills-based programs
- 2) Community
- 3) Venture fund



DMZ 2.0

Priority 03

Building deeper, more strategic relationships

- Creating **shared value** and long-term partnerships
- Aligning to startups and DMZ strategy
- Executing an **international strategy** driven by multinationals and high priority universities and accelerators
- Leveraging our **advisory council**
- Establishing strategic partnerships with **government**



Business development

03

DMZ

We partner with corporate partners in five ways

Corporate innovation outposts



IBM Bluemix™

Deloitte.

Long-term strategic programs



Sponsorship and branding



In-residence model



Perks and discounts



DMZ

DMZ 2.0

Where we're going

Priority 1

Program focus

Execution programs

- DMZ Playbook
- Other accelerator programs

Enablement program

- Specialized educational workshops
- P2Ps, Industry Nights, female founder initiatives
- Investor Series program

Priority 2

Geography focus

Priority US regions

- NY
- Boston
- Valley

Priority international regions

- Jordan
- Latin America
- UK

Priority 3

Industry focus

Verticals

- Fintech
- Machine learning/AI
- Others TBD: healthcare, IoT, social innovation

2017 accelerator programs



DMZ Playbook Accelerator

- 6-month revenue growth and sales program
- Geared at high-potential tech startups with consistent early-stage client revenue
- Dedicated EiRs, monthly workshops, exclusive dinners



InsurTech Accelerator

- 4-month program focused on go-to-market strategy
- Dedicated EiRs, monthly workshops, exclusive dinners
- Opportunity for pilot and investment



Women in Entrepreneurship

- 4-month market validation accelerator program
- Supports high-potential women startup founders and CEOs
- Top quality mentorship, industry connections and capital
- Dedicated EiRs, monthly workshops, exclusive dinners



FinTech Accelerator

- 4-month accelerator program
- Supports high-potential startups innovating in financial services
- Dedicated EiRs, monthly workshops, exclusive dinners
- Opportunity for pilot and cash prizes

Next steps



DMZ 2.0: Next steps

Phase I: Fall 2016

Startups

01

Recruit best-in-class EiRs

02

Launch DMZ Playbook pilot

03

Build investor relations program
• Investor series
• VC in the DMZ

Community

01

Launch alumni program

Business development

01

Launch 20-member Advisory Council

Phase II: Winter 2017

04

Launch DMZ Playbook (in full)

05

05

Launch industry-focused accelerator programs (Aviva, BMO, TD)

02

Rebrand the Launch Zone to Sandbox

03

Publish thought leadership report

04

Launch innovation outposts in new markets

02

Establish strategic partnerships that complement accelerator programs

03

Business plan to support innovation outposts

DMZ

Q&A



DMZ



Abdullah Snobar, Executive Director



Ryerson Futures
Inc.
(RFI)

Ryerson Board of
Governors Annual
Update

January 2017

BACKGROUND



- Accelerator Program
- Seed Fund (Outside Capital)
- Corporate Accelerator Programming
- Innovation for Hire Practice
- International Brand Zone Startups

- #1 Ranked University-based incubator in NA, and 3rd globally *

Why Was It Established

- Ryerson Board and President approved entity to participate in value creation of startups
- Assist in the commercialization of startups being developed at DMZ and obtain equity for advisory services and Programming
- Build a portfolio of valuable startups
- Established in 2013



Ryerson Futures Inc. / Zone Startups



2017 Growth Through Corporate Partners, Programs and Continued Portfolio Increase

Board of Directors



- Nadir Mohamed, (former CEO, Rogers Communications)
- Jack Cockwell, (Group Chairman, Brookfield Asset Management)
- Mark Cohon, (former CFL commissioner)
- Mohamed Lachemi, (President, Ryerson)
- Julia Shin Doi, (General Counsel, Ryerson)
- 2017 Board additions - Janice Fukakusa, (CFO, RBC)

Note: Sabi Marwah had to resign from the RFI board when he became a Senator; Janice will be joining the board in 2017.

Ryerson Support in Growth Cycle

| Stage 1 Idea | Stage 2 Startup | Stage 3 Seed Funded | Stage 4 Growth Stage | Stage 5 M&A / IPO (Liquidity) |
|--|--|---|---|--|
|  Zones  Sandbox |  DMZ |  RFI |  SUV |  VCs  Banks |
| Student engagement | Support entrepreneurs Develop relationships | Obtain equity 2–5% ownership in a portfolio of high- growth, high-potential companies | Support winners & broader stake 10%+ ownership in select companies that have begun to scale | Support winners & broader stake Benefit from exits and supporting entrepre- neurs along the way |

Value Add to Ryerson University

- Further strengthen Ryerson brand
- Celebrate and amplify the success of portfolio companies
- Attract high-quality entrepreneurs, investors, and corporate partners
- Strengthen corporate partnerships
 - Rogers, GE, Barclays, Axis Bank, BSE, Gov't of India
- International Reputation
- Building equity portfolio of startups connected to programs
- Identifying opportunities for new programs



Select Highlights Include

RFI holds equity in over 60 companies in Toronto, Calgary and India

Figure 1

- Raised \$12MM from Union Square Ventures, Rho and Version One
- Over 1MM medical professionals

Flybits

- Raised \$6.75MM from Bosch Ventures, TD Bank and Vodafone
- Powers TD Mobile banking app

Sensibill

- Raised \$6.3MM from Operative Capital, Mistral VP and Impression
- Powers RBS, Scotiabank and TD Wallet eReceipts

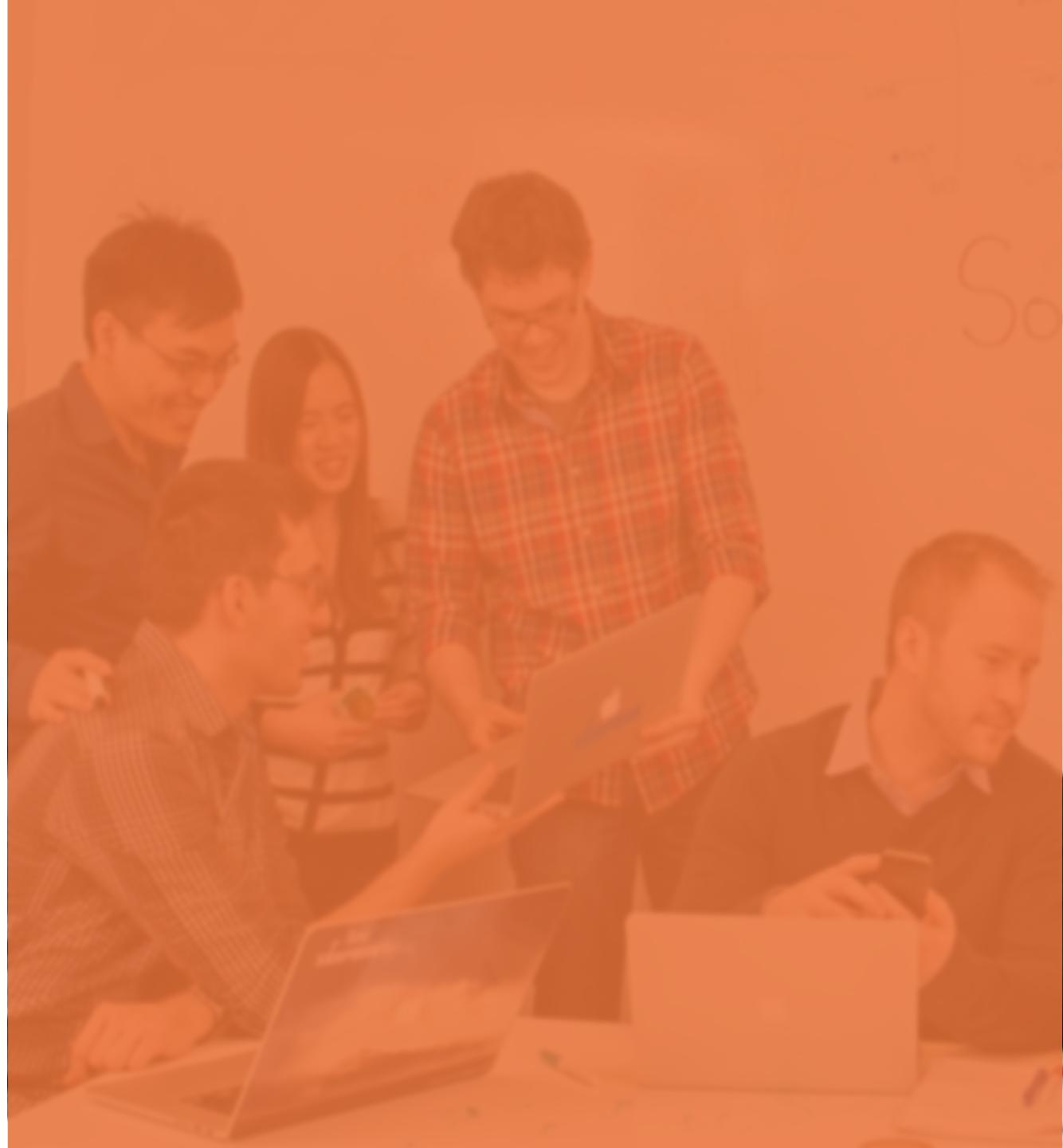


figure 1



Corporate Programming

- Operating Innovation Programs for:
 - GE
 - Barclays
 - Rogers
 - Axis Bank
 - BSE
 - Gov't of India
- Strategic Global Expansion



Results to Date



- RFI
 - Portfolio of equity valued at over \$4MM across programs
- Zone Startups India
 - Ryerson establishing name for itself as leader in innovation to Indian market and now domestically as well
 - Attracting talent corporate partners, PR, and recognition leading to increase reputation to Ryerson University
- Zone Startups Calgary
 - Proving the model can scale and attract additional corporate partners



BOARD OF GOVERNORS

November 24, 2016

Jorgenson Hall – JOR 1410

380 Victoria Street

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

Minutes of a meeting of the Board of Governors of Ryerson University (the "University") held on Thursday, November 24, 2016 at 12:00 p.m. in Jorgenson Hall, JOR-1410.

ATTENDANCE:

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

Regrets: M. Al Zaibak J. Cockwell, C. Hilkene, M. Ien.

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
A. Casey, Interim Executive Director, Office of the President
A. Saloojee, Assistant Vice President International
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. Zolfaghari, Vice Provost Faculty Affairs
S. Fazilat, Assistant Vice-President, Campus Facilities and Capital Projects
C. Thuppu Mudalige, President, Ryerson Science Society
D. Jardine, J. Barcellona, A. Inezza, Ryerson Science Society
J. Lewis, Director, Integrated Risk Management

1. IN-CAMERA DISCUSSION (Board Members Only)

2. IN-CAMERA DISCUSSION (Executive Group Invited)

END OF IN-CAMERA SESSION

3. INTRODUCTION

3.1 Chair's Remarks

The Chair welcomed M. Ien and J. Cockwell officially to the Board and reported that the University had received notification on November 21 that both appointments had been approved by the Lieutenant Governor.

J. Fukakusa expressed her condolences to C. Redmond for the passing of her father.

The Chair thanked the Blue and Gold Society for inviting her to their great event, held on November 9, 2016, which introduced the President to the members of the Society.

The Chair reminded Board members that an Executive Committee meeting had been scheduled for December 12, 2016 at 12:00 p.m. with all Board members invited.

The Chair thanked the Provost for his generosity in providing autographed copies of Cordelia Strube's book; Graduate Studies for power bank portable battery chargers; and the Vice Provost Students for providing the *We Believe You* colouring books.

3.2 Approval of the November 24, 2016 Agenda

The Agenda was approved as presented.

4. REPORT FROM THE PRESIDENT

The President spoke to the appointment of Stephen Liss as the incoming Vice President, Research and Innovation and thanked Usha George for assisting in the transition.

The President congratulated J. Fukakusa for receiving an Honorary Doctorate degree from York University and Sabi Marwah for his appointment to the Senate. It was noted that the senate nomination had been brought forward by Ryerson University.

The President spoke briefly of the Ted Rogers School of Management's MBA program recognized as one of the top ten and thanked C. MacDonald for assisting in this recognition.

The President also mentioned the visit of the Crown Prince and Princess of Norway and the federal and provincial government's presence in India re Zone startups.

The President mentioned two large gifts recently received – The Suzanne Rogers Fashion Institute and a gift from the TD Bank to strengthen diversity on Boards.

The President also reported on additional space at the Student Learning Centre for Theatre students and new space for research at the MARS Discovery district. Tours were available for any Board member who wished to

5. REPORT FROM THE INTERIM PROVOST AND VICE PRESIDENT ACADEMIC

C. Evans reported that S. Sinha was the inaugural keynote speakers at the Winston Isaac Lectures and that I. Coe and L. Maxwell had been named the top one hundred most powerful women in Canada.

5.1 Faculty of Science Referendum

H. Lane Vetere introduced the presentation and gave a brief overview of the history and fee protocol that require student referendums

C. Thuppu Mudalige presented the rationale and background for the formation of the Ryerson Science Society and the implementation of a fee to support the society.

S. Sinha asked about the failure of the previous referendum. C. Thuppu Mudalige replied that improvements in communication and understanding the benefits of the Society would ensure a successful outcome.

S. Sinha asked about the possibility of doubling the society's funding if the referendum was successful. The President reported that his office had provided the society with bridge funding to continue as a society and to engage students.

The Chancellor asked about the total revenues received if the referendum was successful and the top three uses that the society would be using the funding for. C. Thuppu Mudalige reported that providing funding to student groups, conference planning and student orientation were budget priorities.

The Chancellor asked if University's student societies were monitored in terms of funding. The President said protocols are in place to monitor student society budgets.

It was moved, seconded and carried:

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.

6. DISCUSSION

6.1 Policies

6.1.1. Bill 132 - Sexual Violence Policy

H. Lane Vetere presented background on Bill 132 and its implications for the University's Sexual Violence Policy. The policy is out for consultation with the community and will be brought back in a final version to the Board on December 12, 2016 for approval.

6.1.2 Bill 132 - Workplace Civility and Respect Policy

C. Sass-Kortsak spoke to the changes to Bill 132 and the amendments that are required to be made to the University's Workplace Civility and Respect Policy in order to comply with the legislation.

Questions were asked about the breadth of the application in terms of training those who are both students and employees.

It was moved, seconded and carried:

BE IT AND IT IS HEREBY RESOLVED:

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

6.1.3 Bill 18 - Amendments to the Environmental Health and Safety Management System Policy

J. Lewis presented a comprehensive overview of Bill 18 and its effect on the Environmental Health and Safety Management System Policy. The key point in the presentation is that the legislation has expanded the definition of who is covered under the Act. Unpaid student workers are now protected under the legislation.

Questions were asked about the implications of the legislation changes in terms of the Workplace Safety Insurance Board and the training that students will be required to undertake.

At this point Chris MacDonald left the meeting

It was moved, seconded and carried:

BE IT AND IT IS HEREBY RESOLVED:

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

6.2 REPORT FROM THE CHAIR OF THE FINANCE COMMITTEE

M. Frazer reported that at the October 24, 2016 Finance Committee a Master of Arts in Criminology and Social Justice program was reviewed and recommended for approval.

At the November 16, 2016 Finance Committee Meeting Fiera Capital presented an overview of their September

M. Frazer reported that J. McKee would provide details of the Second Quarter unaudited Financial Statements and Paul Stenton would provide an update on Enrolment as part of the Finance Committee Report.

6.3 Second Quarter: Financial Statements (unaudited) for the period ending October 31, 2016

J. McKee spoke to the second quarter financial statements for the period ending October 31, 2016 and indicated that Ryerson is on track to meet the 2016/17 approved budget.

It was moved, seconded and carried:

BE IT AND IT IS HEREBY RESOLVED:

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

6.4 Enrolment Update

P. Stenton reported that Ryerson's November 1 enrolment count is strong. The total undergraduate full-time equivalent enrolment is up 3.8 percent from 2015-2016. Graduate full-time equivalent enrolment is up 4 percent. The University is in good shape in terms of budget as a result of the strong enrolment.

Questions were asked about international student intake and possible future increased capacity in that area.

7. CONSENT AGENDA

7.1 Approval of the September 28, 2016 Minutes

7.2 Royal Bank of Canada Banking Form Resolution

Resolution was approved as presented.

(see appendix A for copy of RBC Banking Resolution)

8. FOR INFORMATION

8.1 Ryerson Communications Report

9. TERMINATION

RYERSON COMMUNICATION REPORT

A sampling of appearances in the media by members of the Ryerson community for the January 2017 meetings of the Ryerson Board of Governors and Senate.

Citytv spoke with Canadian philanthropist **Suzanne Rogers** about the launch of the Suzanne Rogers Fashion Institute at Ryerson. Toronto Life Magazine reported on the Suzanne Rogers fashion fellowship with \$1 million in funding to help new Ryerson grads transition to the workforce, and a \$25,000 annual prize for up-and-coming designers. Mayor John Tory mentioned the Suzanne Rogers Fashion Institute in his CP24 segment.

The National Post featured TELUS Future Leaders award winners **Dr. Imogen Coe**, Dean, Faculty of Science, and **Dr. Linda Maxwell**, founder and managing director, Biomedical Zone, among its 100 Most Powerful Women 2016. The National Post quoted Dr. Maxwell in an article providing innovation advice from leaders in various fields. Dr. Coe was profiled in Water Canada as one of three water leaders named among Canada's most powerful women.

Distinguished visiting practitioner **Cathy Crowe** spoke to the Toronto Star in reaction to the city announcing it would record homeless deaths. She also spoke to CBC, CTV, and Global News, and contributed a piece on the topic to the Toronto Star. She spoke to the Globe and Mail, Inside Toronto, and the Toronto Star in reaction to the death of Out of the Cold founder Sister Susan Moran.

Dean **Marie Bountrogianni** spoke to Maclean's about the Chang School's role as a matchmaker between the job market and prospective employee skills. She also spoke to NewsTalk 770 Calgary about electoral reform and contributed a piece on the topic to the Globe and Mail.

Jeremy Kinsman, distinguished visiting diplomat, spoke to iPolitics about John McCallum's appointment as ambassador.

Grist Magazine quoted **Henry Warwick**, RTA School of Media, on the topic of protecting environmental data from Donald Trump.

Toronto Life reported on Ryerson's Nutrition and Exercise Testing (NExT) Lab offering a battery of tests to the public that are typically only available to pro athletes, in an article on cool high-tech innovations in workout science.

The Edmonton Journal referenced a Ryerson study on Airbnb's share of market demand.

Irene Berkowitz, TRSM, contributed a piece to Betakit on the topic of Canadian leadership, and a piece to the Globe and Mail about the disruption of cable TV.

The Globe and Mail reported that the Chang School recently launched a Certificate in Privacy, Access, and Information Management.

Cherise Burda, City Building Institute, spoke to the Toronto Star about plans to curb suburban sprawl. She also spoke to the Business News Network about the supply of housing in Toronto.

CPAC reported that Ryerson will offer course on aboriginal issues.

Henry A. Giroux, distinguished visiting scholar, contributed a piece to the Hamilton Spectator about the inability to normalize the Trump presidency.

Abdullah Snobar, executive director, DMZ, spoke to the National Post about the Canadian tech industry bracing itself for the Trump presidency. He was also quoted in a Canadian Business Magazine article on what business visionaries learned in 2016.

The National Post quoted **Heather Rollwagen**, Sociology, in a Maclean's article about first-time homebuyers reconsidering ownership in the face of soaring real estate prices. Similar coverage appeared in more than 30 news outlets.

Sorpong Peou, Politics, contributed a piece to the Eurasia Review on the topic of human security through formal trials.

Marsha Barber, Journalism, contributed a piece to University Affairs on the admissions process for medical schools.

Murtaza Haider, TRSM, contributed a piece to the Huffington Post Canada on housing affordability.

CBC News spoke with **Farrah Khan**, sexual violence support and education coordinator, and **Cathy Crowe**, distinguished visiting practitioner for a segment on Torontonians sharing their hopes for 2017.

Inside and Photolife reported on the Ryerson Image Centre's partnership with the Black Artist's Network to create "Power to the People: Photography and Video of Repression and Black Protest," an exhibit that covers protest movements like the civil rights movement in Birmingham.

CBC News profiled the work of architecture students **Jessica Chen and Robyn Thomson**, creators of the FLUX installation, with walls that change colour to your touch.

Steven Murphy, dean, TRSM, spoke to CBC Regina about the Toronto housing market.

Andrew Laursen, Chemistry and Biology, spoke to CBC Radio's The Living Planet about artificial Christmas trees and our carbon footprint.

Wendy Cukier, Diversity Institute, contributed a piece to the Montreal Gazette on leadership diversity. She was also quoted in a University Affairs article on strategies for Canadian universities to foster innovation.

CityLab quoted **James Tiessen**, an expert on Japanese healthcare, in an article on a high-tech approach used in Japan to helping those with dementia.

James Nadler, Creative Industries, spoke to CBC Radio's Here and Now about movies as part of Christmas traditions.

Ann Cavoukian, executive director of the Privacy and Big Data Institute, co-authored a piece for the Toronto Star on the topic of amending the current anti-terrorism bill. She was quoted in a Toronto Star piece on big data helping customers get what they really want.

UroToday featured a study focusing on prostate cancer co-authored by **Margareth Santos Zanchetta**, Nursing.

Weekly Voice and CBC News featured the work of two Ryerson Enactus teams, Project Myaah and Project SAAF, where teams of students spent their holidays on projects in India and Egypt. The item was carried by 36 media outlets.

Ramona Pringle, RTA School of Media, spoke to CBC Radio Moncton about tech toys and how to protect your personal information. She contributed a piece to CBC News about needing accountability from the tech industry, not thinner phones.

Mark Bulgutch, Journalism, contributed a piece to the Toronto Star on how to fight fake news. He penned another piece for the Star on the topic of the media's role in Trump's victory.

In an article on business schools heeding the call for more data-literate graduates, the Globe and Mail referenced a 2015 Ryerson white paper titled "Closing Canada's Big Data Talent Gap".

Colleen Carney, Psychology, spoke to CBC Radio about insomnia treatment, and to the Telegram about sleep and depression.

The Toronto Star profiled the work of digital media master's student **Kate McKenzie** and her film "The Secret Marathon."

Pam Palmater, chair, Indigenous Governance, spoke to the National Post in reaction to PM Trudeau meeting with national indigenous leaders.

The Globe and Mail featured Ryerson among the GTA's top 100 employers, stating the university "employs a mental health co-ordinator, responsible for overseeing related initiatives across campus and within the organization's mental health committee."

Janice Neil, chair, School of Journalism, spoke to Global News about social media and the viral nature of fake news.

Flare profiled Ryerson alumna and AccessNow founder **Maayan Ziv**, whose mission is to make cities more accessible for all.

Jessica Langer spoke to CTV News in reaction to her 'thank you' email to her marketing students becoming a viral sensation.

University Affairs quoted **Andrea Houston** in an article about Ryerson's Queer Media course in the School of Journalism.

The New Yorker profiled Image Arts alumnus **Edward Burtynsky** and his strong ties to Ryerson.

The Montreal Gazette featured alumnus and TellMe TV president **Kevin Shea**, who is working to make media more inclusive by offering a new streaming service for the visually impaired.

NOW Magazine reported that Architecture students at Ryerson are the first to use VR to design and visualize buildings, in an article quoting Professor **Vincent Hui**.

Accessible Media Inc. visited Ryerson to learn about a class called Crippling the Arts in Canada, part of the Disability Studies program.

Michael Coutanche, chair of the RTA School of Media, spoke to CTV News about the Golden Globe nominees.

The National Post featured **Kamal Al-Solaylee**'s book "Brown: What Being Brown in the World Today Means (to Everyone)" among its 99 best books of 2016.

Daily Commercial News reported on construction of Ryerson's Jarvis Street Residence.

Jessie Ma, distinguished research fellow, Centre for Urban Energy, spoke to CTV News about Canada's new climate change deal.

Ali Miri, research director, Privacy and Big Data Institute, spoke to Radio New Zealand about privacy in the age of big data.

Apparel Magazine quoted **Robert Ott**, executive director of the Joe Fresh Centre for Fashion Innovation, in an article featuring three start-ups that have joined the innovation program. A similar item appeared in the International Business Times.

CBC News featured the Ryerson Student Learning Centre's "eight different naturally-inspired floors."

The Globe and Mail reference Ryerson research by **Andrea Noack** on the topic of precarious work.

University Affairs spoke to **Eliza Chandler**, Disability Studies, about art's role in advancing disability rights.

The Torontoist mentioned Ryerson's Centre for Student Development and Counseling in an article on what Toronto post-secondary institutions are doing to support students' mental health.

Metro News reported that Ryerson's Board of Governors has 42 per cent female representation.

Arne Kislenko, History, spoke to Metro about right-wing extremism in Canada. The item ran in the Toronto, Ottawa, Calgary, and Vancouver editions.

Maclean's profiled **Wendy Mendes**, research associate, Centre for Studies in Food Security, in an article on food-systems planners playing a growing role in municipal policy.

Steven Murphy, dean, Ted Rogers School of Management, spoke to CBC Calgary about job growth, interest rates, and peak housing.

Gavin Adamson, Journalism, spoke to Metro about spotting fake news.

Water Canada mentioned Ryerson's Social Media Lab is one of the top performing app development labs in North America.

TVO's The Agenda with Steve Paikin spoke with **Kiaras Gharabaghi**, Child and Youth Care, about child welfare reform.

Toronto Life Magazine profiled Distinguished Visiting Professor **Senator Ratna Omidvar**. Newstalk 1010 spoke with **Senator Omidvar** about minority women in corporate and municipal board in GTA.

David Zakus, professor of distinction in global health, spoke with the Canadian Medical Association Journal about Canada focussing on antimicrobial resistance.

CBC News quoted **Anatoliy Gruzd**, Social Media Lab, in an article about a tool to delete one's Internet presence. He also spoke to Maclean's about the declining popularity of Facebook.

Chris MacDonald, TRSM, contributed a piece to Canadian Business Magazine about the real risk of Donald Trump's potential conflicts of interest.

CBC News quoted **Atty Mashatan and Robert Hudyma** in an article about hackers shutting down public transit systems.

Daily Commercial News quoted **Monica Contreras**, director of design and construction capital projects, in an article about the student experience being critical to the design and construction of post-secondary institutions.

Daily Commercial News features construction progress of Daphne Cockwell Health Sciences Complex.

Janice Neil, chair, School of Journalism, spoke to TVO's The Agenda with Steve Paikin about fake news and filter bubbles.

Krishan Mehta, executive director of the Ryerson campaign, contributed a piece to the Toronto Star about 'Giving Tuesday'.

Maclean's spoke with **Arlene Throness**, Ryerson Urban Farm manager, about green campus rooftops.

Inside Toronto reported on the Ryerson Image Centre's Climate Talks project with PM Trudeau, quoting RIC director **Paul Roth**.

Major League Baseball reported that the Jays Care Foundation, the charitable arm of the Toronto Blue Jays, and Ryerson University Athletics will host the first ever Big Sports Day for participants in the Home Run Scholars program.

Radio-Canada reported on the appointment of **Frederic Dimanche** to the planning board for a French-language university.

The Harvard Business Review referenced a report on big data by **Amir Gandomi and Murtaza Haider**.

The Toronto Star quoted **Paul Moore**, Sociology, in an article about theatres looking to make movies more engaging for patrons.

Lisa Taylor, Journalism, spoke to the Columbia Journalism Review in an article where Canadian journalists who covered Rob Ford offered tips on covering Donald Trump.

Fox Sports reported that Blue Jays player Marcus Stroman spoke to a marketing class at Ryerson about personal branding.

Mark Lee, Retail Management, spoke to 680 News about retailers playing classical music to influence increase sales.

CTV News spoke with sports media instructor **Dan Berlin** about sporting events including the Grey Cup.

Patrice Dutil, Politics, appeared on TVO's The Agenda with Steve Paikin discussing Wilfrid Laurier's legacy, on the occasion of his 175th birthday. He was also quoted in a Canadian Press piece about the Liberals' promise of electoral reform, an item picked up by CTV News, CBC News, and CityTV.

Murtaza Haider and Cherise Burda, City Building Institute, spoke to Global News about Mayor Tory's road toll proposal.

Metro quoted **Charles Falzon**, dean, Communication and Design, on the topic of American students now looking to Canada. The item ran in the Toronto, Ottawa, Vancouver, Calgary, and Halifax editions.

Cynthia Holmes, TRSM, appeared on TVO's The Agenda with Steve Paikin discussing the state of Ontario's housing market and what can be done to cool down fiery home prices.

Metro News reported on a new study from the Ryerson City Building Institute entitled "A New Life for Old City Hall." Similar items appeared in blogTO and Urban Toronto.

Women's Post profiled **Marni Dicker**, distinguished visiting scholar, as its Woman of the Week.

The Toronto Star reported that first-year media production student **Julianna Romanyk**, received the Barbara Turnbull Award.

Deena Kara Shaffer, learning and transition programs specialist, provided tips in the Toronto Sun on making it through the semester.

Cheri Bradish, TRSM, was quoted in a Toronto Star article about pro sports unifying a nation divided by Donald Trump.

Anne Golden, City Building Institute, spoke to Le Metropolitain, about Paris perhaps inspiring Toronto public transit.

Sara Thompson, Criminology, spoke to the National Post about Toronto's extremist prevention program, an item also picked up by The Province and MSN News.

Azure featured Ryerson among the top eight interior design schools in the world: "The bachelor program at Ryerson has a well-rounded curriculum that covers art history, business and theory. Its impressive list of alumni includes **George Yabu**, **Glenn Pushelberg** and **Alessandro Munge**."

NOW Magazine profiled **Nima Naghibi**, Chair, English, and her new book "Women Write Iran: Nostalgia and Human Rights From The Diaspora."

The Canadian Press quoted **Sean Mullin**, executive director of the Brookfield Institute, on the topic of Canada's tech sector perhaps benefiting from Trump's policies. The item was picked up by Toronto Star, Metro News, Maclean's, CTV News, Winnipeg Free Press, Brandon Sun.

CBC News reported that Ryerson students spent a week sleeping outside to raise money and awareness for refugees and internally displaced people in Iraq and Syria.

The Toronto Star reported that the Chang School is expanding the concept of coaching adult learners beyond the traditional employer to employee, professor to student or coach to player connections with its ELX program.

Print Action reported that more than 200 industry leaders, students and family members attended the annual awards night to celebrate the achievements of School of Graphic Communications Management students.

CTV News reported on an Ryerson program that helps veterans get back on their feet, quoting student **Chris Munro**, and Chang School Dean **Marie Bountrogianni**.

Longwoods reported that "Ryerson University has further founded a new National Institute on Ageing to advance a national policy dialogue that supports the goals of our National Seniors Strategy."

Canadian Architect quoted Professor **Marco Polo** in an editorial about architecture criticism.

The Victoria Times-Colonist reported on Ryerson's HomeGrown program where Torontonians can volunteer, learn gardening skills and get nutritious fresh food from the eight on-campus gardens.

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