



**BOARD OF GOVERNORS**  
**November 30, 2017**  
 Jorgenson Hall – JOR 1410  
 380 Victoria Street  
**12:00 p.m. to 2:00 p.m.**

| <b>Time</b>  | <b>Item</b>   | <b>Presenter/s</b>                | <b>Action</b>   |
|--------------|---|-----------------------------------|-----------------|
| <b>12:00</b> | <b>1. IN-CAMERA DISCUSSION (Board Members Only)</b>   | Janice Fukakusa                   | Information     |
| <b>12:15</b> | <b>2. IN-CAMERA DISCUSSION (Executive Group Invited)</b>  |                                   |                 |
|              | <b>END OF IN-CAMERA SESSION</b>   |                                   |                 |
|              | <b>3. INTRODUCTION</b>  |                                   |                 |
| <b>1:00</b>  | 3.1 Chair's Remarks   | Janice Fukakusa                   | Information     |
|              | 3.2 Chancellor Search Committee Appointments  | Janice Fukakusa                   | Information     |
|              | 3.3 Approval of the November 30, 2017 Agenda  | Janice Fukakusa                   | <b>Approval</b> |
| <b>1:05</b>  | <b>4. REPORT FROM THE PRESIDENT</b>   | Mohamed Lachemi                   | Information     |
| <b>1:15</b>  | <b>5. REPORT FROM THE SECRETARY</b>   | Julia Shin Doi                    | Information     |
| <b>1:20</b>  | <b>6. REPORT FROM THE PROVOST AND VICE PRESIDENT ACADEMIC</b>   | Michael Benarroch                 | Information     |
|              | <b>7. DISCUSSION</b>  |                                   |                 |
| <b>1:30</b>  | <b>7.1 REPORT FROM THE CHAIR OF THE EXECUTIVE COMMITTEE</b>   | Mitch Frazer                      | Information     |
| <b>1:35</b>  | <b>7.2 REPORT FROM THE CHAIR OF THE FINANCE COMMITTEE</b>   | Tony Staffieri                    | Information     |
|              | 7.2.1 Second Quarter: Financial Statements (unaudited) for the period ending October 31, 2017           | Joanne McKee                      | <b>Approval</b> |
|              | 7.2.2 Revenue and Expenditures for new programs - Master of Health and Administration in Community Care | Michael Benarroch<br>Paul Stenton | <b>Approval</b> |

|            |   |                 |                 |
|------------|---|-----------------|-----------------|
| 7.2.3      | Enrolment Update                                    | Paul Stenton    | Information     |
| <b>8.</b>  | <b>CONSENT AGENDA</b>                               |                 |                 |
| 8.1        | Approval of the September 28, 2017 Minutes          | Janice Fukakusa | <b>Approval</b> |
| <b>9.</b>  | <b>FOR INFORMATION</b>                              |                 |                 |
| 9.1        | Ryerson Communications Report                       | Jennifer Grass  | Information     |
| 9.2        | RSU Equity Centre Referendum Results                | Julia Shin Doi  | Information     |
| <b>10.</b> | <b>TERMINATION</b>                                  |                 |                 |
|            | <b>NEXT MEETING OF THE BOARD – January 29, 2018</b> |                 |                 |

#### **RETIREMENTS – with appreciation and thanks**

**Janice Winton**, vice-president, administration and finance, is retiring in January after 26 years at Ryerson: appointed executive director financial services in 1991, chief financial officer in 2012, serving as interim and appointed vice-president in 2015. From food to recycling, bikes to tech and more, Janice champions teamwork, city-building, and a 'people first culture' of inclusion and blue-and-gold pride.

**Joanne Dallaire** (Doctor of Laws *honoris causa* '11) retiring Ryerson Elder, joined the university in 2005 with the Aboriginal Education Council in the Office of Aboriginal Initiatives, and as traditional counsellor in Aboriginal Student Services, dedicated to respect for Indigenous people, their culture, concerns and contributions – and will continue her connection to Ryerson as a valued mentor and ceremonial leader.

**Paul Stenton**, deputy provost and vice-provost, university planning office, is retiring after 18 years at Ryerson guiding the university's enrolment and program growth planning, academic budget planning, strategic analysis and data management, and adapting to funding formulas and government policies – and will continue to serve on external committees and as special advisor to the president and provost.

#### **APPOINTMENTS**

**Denise Campbell** joined Ryerson as executive director of community safety effective November 20th, bringing 26 years of leadership experience, most recently at Cape Breton University as the manager of safety, security and risk including emergency management and employee training, and formerly in progressively senior roles over 19 years with Toronto Police Services. Denise earned a bachelor of arts from York University and has completed numerous risk management certifications.

#### **CONGRATULATIONS**

**2017 Canada's Walk of Fame** includes Ryerson stars Viola Desmond (philanthropy and humanities); Ted Rogers, doctor of laws *honoris causa* '04 (business and entrepreneurship), and David Suzuki, doctor of science *honoris causa* '07 (science and technology); along with Eric McCormack (Theatre '85) hosting the documentary *Beyond Famous: Canada's Walk of Fame* to be aired on December 3rd.

**Mohammad Al Zaibak**, Ryerson Board of Governors, has been named the recipient of the 2018 Toronto Region Builder Award, recognizing leadership in business, philanthropy and community building, and making the Toronto region a better place to live, work and do business, today and for the future.

**The Rt. Hon. Chief Justice Beverley McLachlin** (Doctor of Laws *honoris causa* '10) has been distinguished with the G. Arthur Martin Criminal Justice Medal, a lifetime achievement award recognizing "one of the most influential exponents and interpreters of the Canadian Charter of Rights and Freedoms."

**Liping Fang**, mechanical and industrial engineering, has been elevated to Fellow of the international Institute of Electrical and Electronics Engineers (IEEE) for contributions to multiple participant-multiple objective decision-making and decision support systems, effective January 1, 2018.

**Canada Research Chairs** newly appointed at Ryerson are Seth Dworkin, mechanical engineering, Chair in High Performance Computing and Sustainable Energy; and Dae Kun Hwang, chemical engineering, Chair in Microarchitecture for Advanced Polymeric Materials.

**Michelle Chaisson**, senior legal counsel and assistant secretary of the Board of Governors, was selected by Lexpert as a Rising Star, an award honouring leadership, professional expertise and business acumen, adaptability to change, contribution to success and effectiveness as a team player.

**Alexander Williams**, security and emergency services, received a Community Member Award from the Toronto Police Services Board for his contribution to community safety in foiling an attempted robbery, with coworkers and team members Denis Chu, Lance Campbell, and John Haylow.

**AWARDS EVENTS** – Beginning each year in late fall, Ryerson programs celebrate student achievement; the donors and partners that support learning and ideas; and the dedicated faculty and staff advancing Ryerson excellence and creative progress. On a related note, the American Concrete Institute has let me know that I have been awarded the ACI Wason Medal for Materials Research for a co-authored paper, to be presented at the ACI Spring 2018 Concrete Convention and Exposition in Salt Lake City next spring. It is a privilege to be inspired by our students in building distinction and teamwork for Ryerson.

## GOVERNMENT

The new **Magnet Export Business Portal** was announced November 6th at Ryerson by The Hon. Michael Chan, Minister of International Trade. The first of its kind in Canada, and a key component of Ontario's Global Trade Strategy, the web portal will be a centralized trade hub bringing together export programs and services onto one platform. Magnet was co-founded by Ryerson in partnership with the Ontario Chamber of Commerce, and is powered by an intelligent networking platform incubated by the DMZ.

The **Ontario Economic Summit** entitled *Opportunity – Inclusion – Transformation: Driving Ontario's Economic Agenda* held November 8-10th joined sectors in discussing the changing economic landscape. With disruptive technologies and business models across all industries challenging the status quo and reshaping the workforce, panels and presentations explored issues such as inclusive economic growth; innovation in energy and transportation; intellectual property and patent reform; and mental wellness. Among the strategies offering potential for growth and success were expanding the emphasis on diverse regional economies; leveraging deep learning and artificial intelligence; and partnering to ensure the next generation has the skills and competencies for innovation, adaptability and planning for the future.

**INTERNATIONALIZATION STRATEGY** – A discussion paper has been released by AVP international Anver Saloojee as a step toward articulating and gathering input on the university's first internationalization strategy. Three town halls were held in November to share information and elicit responses, and an invitation has been issued to the community to provide feedback online until December 8, 2017. The initiative is based on fostering a sense of global citizenship with a more cohesive strategic vision, built on a breadth of existing and prospective strengths. Five themes are proposed for internationalization at Ryerson: global learning; research collaboration; projects and capacity building; international student recruitment and support; and innovation, incubation and entrepreneurship, complemented by three cross-cutting themes: strategic partnerships; reputation and profile-building; and coordination of institutional activity. Significant factors moving forward include financial support, the role of technology, data management, communication and networking, including sharing Ryerson achievements more broadly. Prominent in the discussion are the linkages in over 20 countries established by the DMZ and Ryerson Futures Inc., a key differentiator in the vision of Ryerson as a global innovation university. The strategy has the benefit of existing support for participation in international opportunities, including the Ryerson International Work Experience Fund (RIWEF), International Conference and Research Support Fund (ICRSF), Ryerson International Experiential Learning Incentives Fund (RIELIF), and the Ryerson International Exchange Opportunity Scholarship (RIEOS), serving as a foundation to expand and increase the capacity for significantly greater impact – with students at the centre.

**STUDENT DIVERSITY SELF-ID SURVEY** – The office of the vice-president, equity and community inclusion is introducing the university’s first Student Diversity Self-ID survey to better identify barriers to inclusion and guide policy and initiatives to remove them; to identify what groups have access to higher education and specific programs and tailor programming for the needs of distinct student populations; to better understand the representation of equity groups in the undergraduate and graduate student population and in specific programs; and to inform decision-making overall. The survey will look at equity groups such as racialized people, Aboriginal Peoples, persons with disabilities, 2SLGBTQ+ people, and women, and all information collected will remain confidential, with only aggregate data reported. For most questions students can indicate how they choose to identify in addition to selecting from the groups listed. Participants may also select a “prefer not to answer” option for each question.

**TRANS AWARENESS MONTH** – On November 1st, Ryerson held its first-ever trans pride flag raising ceremony, opening a month-long calendar of events to celebrate, honour and raise the visibility of the trans community on campus. Organized by Positive Space at Ryerson, a series of panels and workshops covered topics including identifying barriers to the support of trans students, faculty and staff; making Ryerson a safer campus for trans people and their allies; developing a university-wide teaching strategy to foster transgender pedagogy inside and outside the lecture hall; trans inclusion in design and fashion, and trans inclusion in sport. Special guest Harrison Browne of the National Women’s Hockey League, the first openly transgender athlete in North American professional hockey, delivered a keynote address followed by a panel of trans athletes, sport administrators, allies and community advocates. The month ends with a screening of *Lady Valor: The Kristin Beck Story* with former U.S. Navy SEAL Christopher Beck now Kristin Beck on hand for a Q&A. On November 20th the trans flag flew at half-mast to mark Trans Day of Remembrance, honouring and mourning lives lost to transphobic and transmisogynistic violence.

**REMEMBRANCE DAY** – On November 10th, the Ryerson community joined in reflection and tribute honouring those who have given their lives for our freedom. The annual Remembrance Day ceremony took place in the Quad with remarks from university provost and vice-president academic Michael Benarroch, the laying of a wreath and a reading of John McCrae’s poem *In Flanders Fields*. Participants were invited to pin their poppies to a decorative second wreath in respect and commemoration.

**THE MAC TURNS 5** – On November 8th Ryerson celebrated the fifth anniversary of the Mattamy Athletic Centre. Special guests included former Ryerson president Sheldon Levy and Ryerson benefactor Peter Gilgan, who unveiled the men’s basketball 2016-2017 OUA championship banner. Shuttered in 1999, Maple Leaf Gardens reopened as Ryerson’s Mattamy Athletic Centre in 2012, revitalizing a building central to the history of Toronto and Canada. Inspired by Ryerson students, who saw the promise of a community centre and home for the Rams, and in 2009 voted 75% for a fee to support MLG renewal, Loblaw Companies Limited (who bought the building in 2004) and Ryerson forged a unique collaboration to share the space. The Government of Canada was next to partner with support from the Infrastructure Stimulus Fund, and the extraordinary generosity of Peter Gilgan, founder and CEO of Mattamy Homes, brought the project to brilliant life. Over the past five years, the MAC has been the venue for national championships, the 2015 Pan Am Games and the 2017 Invictus Games, the youth mentorship program *Rams Care @ the MAC* – and has earned a number of honours. The MAC’s “name-a-seat” program offers the opportunity to share the experience and be a part of history – past, present and future.

#### ***from the President’s Calendar***

*September 12, 2017:* I met with Sheldon Levy, Deputy Minister, and Glenn Craney, Assistant Deputy Minister, Strategic Policy and Programs from the Ministry of Advanced Education and Skills Development to discuss government initiatives and collaboration.

*September 14, 2017:* Ryerson welcomed federal, provincial and territorial immigration ministers to campus on a visit to the DMZ and a conversation about growing Canadian leadership.

*September 15, 2017:* The four presidents of GTA universities continue to meet on a regular basis to share the unique perspective and responsibility of city-building and innovation for our communities.

*September 18, 2017:* At the planned giving lunch hosted at the MAC by vice-president advancement and alumni relations Ian Mishkel and members of the team, blue-and-gold energy was everywhere.

*September 18, 2017:* Ryerson welcomed colleagues from Aarhus University in Denmark, on a campus visit and tour of the DMZ Sandbox to discuss research collaboration and entrepreneurial innovation.

*September 18, 2017:* The opportunity to meet and talk with diverse and exceptional Ryerson students at the president's annual Circle of Scholars reception is always an inspiring occasion.

*September 19, 2017:* I attended an event introducing the partnership between DMZ-based Rumie and the Nipissing First Nation offering educational resources in remote areas through the Rumie tablet.

*September 19, 2017:* Ryerson hosted a dinner meeting with Praveer Sinha, CEO and managing director at Tata Power Delhi Distribution Limited, and the Hon. Michael Couteau representing the Ontario government, to discuss shared research interests and opportunities for collaboration.

*September 20, 2017:* Ryerson met with representatives of RBC to discuss public-private partnership and education initiatives in technology transfer and information security.

*September 20, 2017:* I met with Rob Prichard, Chair of the Board of Metrolinx and president emeritus of University of Toronto to discuss priorities for postsecondary development.

*September 20/25, 2017:* AVP university relations Jennifer Grass joined me in meeting Minister of Finance Charles Sousa, and Attorney General of Ontario Yasir Naqvi, to discuss partnership and innovation.

*September 21, 2017:* It was very interesting and enjoyable to host Ryerson alumni premiering their films at TIFF 2017, and to hear their wonderful comments about the role of the university in their success.

*September 22, 2017:* Canada Foundation for Innovation colleagues Roseann O'Reilly Runte, president and CEO, and Pierre Normand, vice-president external relations and communications, were on campus for a discussion about research and the role of creative innovation in national progress.

*September 29, 2017:* I was joined in Ottawa by O'neil Edwards, Spanning the Gaps, and Chris Munro, veterans' transition to education coordinator, in meeting with the Ministry of Veterans Affairs.

*October 2, 2017:* On the day I was in New York City to attend the opening of the new DMZ location, it was an added privilege to have dinner with Ryerson alumni and enjoy the spirit of connection.

*October 5, 2017:* It was an honour to attend the Hispanic/Latino student awards, inaugurated in 2016 with funding from the community, dedicated to increasing access to postsecondary education.

*October 5, 2017:* I attended the Journalists for Human Rights gala reception at the Mattamy Athletic Centre, in support of human rights reporting and fundraising for JHR programs around the world.

*October 16, 2017:* I was introduced to Greg Spearn, executive vice-president of the Port Credit West Village Partnership by TRSM professor Ron Babin for a discussion on collaborative innovation.

*October 23/30, 2017:* On a regular basis I am hosting informal small lunches with faculty members, and groups of students, to hear their views and share ideas on the role of today's Ryerson and its future.

*October 24, 2017:* It was a pleasure to meet Ryerson scholars from the African Leaders of Tomorrow program, which grants scholarships for master's studies in public policy, administration and finance.

*October 26, 2017:* AVP university relations Jennifer Grass joined me in meeting with Alex Wood and Jordan McLeod, Ontario Ministry of Environment and Climate Change, to discuss the provincial campus retrofit program and opportunities for Ryerson.

*October 26, 2017:* It was an honour to greet Premier Kathleen Wynne as our special guest in the MBA speaker series organized by distinguished counsel in residence Ralph Lean.

*October 26/27, 2017:* Denise O'Neil Green, vice president equity and community inclusion, joined me in a teleconference on Indigenous Institutes with Minister of Advanced Education and Skills Development Deb Matthews, and a teleconference with Phil Fontaine (doctor of laws *honoris causa* '11), former National Chief of the Assembly of First Nations.

*October 30, 2017:* I was very pleased to meet with Janice Fukakusa, chair of the Board of Governors, for a tour of the state-of-the-art Ryerson English as an Additional Language (REAL) Institute.

*October 31, 2017:* I met with Dr. Brendan Carr, president and CEO of the William Osler Health System, and vice chair of the board Neil Davis, with the Hon. Bill Davis joining us for the discussion.

*November 1, 2017:* The ScaleUP Ventures Leadership Council Summit was hosted by the DMZ Sandbox with Nadir Mohamed extending a welcome to prominent corporate leaders, and a guest keynote address by Tomi Poutanen, Co-CEO Layer6 AI, on how AI is shaping the world.

*November 2, 2017:* Ryerson welcomed members of the Sharjah Investment and Development Authority, United Arab Emirates, for a tour of the DMZ and a discussion on global entrepreneurial innovation.

*November 2, 2017:* Denise O'Neil Green, vice president equity and community inclusion, joined me for a meeting and discussion with Ryerson multi-faith chaplains.

*November 2, 2017:* I met with distinguished visiting professor Alok Mukherjee and the Hon. Justice Michael Tulloch to discuss progress on the Ryerson Centre for Policing and Justice Studies.

*November 2/3, 2017:* I was pleased to welcome colleagues from Chatham University in Pittsburgh for a campus visit and tour including a focus on innovation and sustainability.

*November 3, 2017:* I offered a welcome to OPSEU employees at the breakfast event featuring a keynote address on "*Living a high performance life*" by Ivan Joseph, director of athletics.

*November 3, 2017:* Michael Benarroch, provost and vice-president academic, joined me for a meeting with Michael Mostyn, CEO B'nai Brith Canada and Aidan Fishman, campus advocacy coordinator.

*November 6, 2017:* It was a special occasion to welcome alumni of the Jack Layton Leadership School to the reunion marking five years inspired and expanded through the legacy of his example.

*November 8, 2017:* Sophia Opatska, vice rector academic affairs, Ukrainian Catholic University, was at Ryerson for a campus visit and a meeting to share ideas about areas of potential collaboration.

*November 12/13:* Building on the Harvard Seminar for New Presidents last year, I attended the Harvard Seminar for Presidential Leadership on leading change, navigating controversy, and fundraising.

*November 17, 2017:* I joined general counsel and secretary of the Board of Governors Julia Shin Doi and other board members in attending the Council of Chairs of Ontario Universities (CCOU) conference.

*November 17, 2017:* It was an honour to join the table hosted by AVP international Anver Saloojee at the Daughters for Life Gala supporting education for young women as the path to progress.



## MEMORANDUM

To: Members of the Board of Governors

From: Julia Shin Doi, General Counsel and Secretary of the Board of Governors  
Leanne Stevens, Governance Coordinator

Subject: Report from the Secretary

Date: November 30, 2017

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### **1. Board Retreat**

The Annual Board Retreat is scheduled for January 29, 2018. The afternoon will begin with a brief Board meeting from 12:00 p.m. to 1:00 p.m. followed by the Board Retreat from 1:00 p.m. to 5:00 p.m. More details will be available in the coming weeks.

### **2. Governance Essentials Training**

Governance Essentials Training provides Board members with an introduction to corporate governance and financial oversight.

Since the last Board meeting, Board members have participated in five different sessions:

1. *Financial Literacy*, led by Joanne McKee, Chief Financial Officer
2. *Messaging for Board Members as Ambassadors*, led by Jennifer Grass, Assistant Vice President, University Relations
3. *Introduction to Performance Measurement at Ryerson*, led by Paul Stenton, Deputy Provost and Vice Provost, University Planning
4. *University Advancement and Research and Innovation Training*, led by Ian Mishkel, Vice President University Advancement and Alumni Relations, and Steven Liss, Vice President, Research and Innovation
5. *Sexual Violence Policy Training*, led by John Austin, Interim Vice Provost Students, Toni De Mello, Director, Human Rights Services, and Farrah Kahn, Coordinator, Sexual Violence Education and Support, Giselle Basanta, Senior Legal Counsel, and Carey Barker, Director, HR Consulting and Special Projects

Materials from these sessions are posted on the Board Portal.

The upcoming Governance Essentials Training sessions are:  
*Financial Literacy Module 3* – January 18, 2018, 4:00 p.m. to 5:30 p.m.  
*Pension Literacy* – February 2, 2018, 12:00 p.m. to 2:00 p.m.

### **3. Board of Governors Leadership Award and Medal**

The Ryerson University Board of Governors Student Leadership Award and Medal, which was



established in 2012 by Board members, recognizes outstanding leadership qualities and academic achievements of a graduating student who has also been chosen to receive a Ryerson Gold Medal.

The Fall 2017 Board of Governors Leadership Award and Medal winner is Nicole Ineese-Nash. Nicole graduated with a Master of Arts in Early Childhood Studies.

Thank you to members of the selection committee: Michael Benarroch, Chris MacDonald, Gowry Lewis, Neal Muthreja, and Catherine Redmond for serving on the selection committee. The award was presented at the Fall convocation in October.

#### **4. Conference of Ontario University Board Members**

The 2017 Conference of Ontario University Board Members was held on November 16-17, 2017 at the Chelsea Hotel in downtown Toronto. President, Mohamed Lachemi attended the conference along with Board members Catherine Ellis, Shira Gellman, Victoria Morton, and members of the Board Secretariat: Julia Shin Doi, Catherine Redmond, and Leanne Stevens.

#### **5. Council of Ontario University Secretaries Conference**

The annual Council of Ontario University Secretaries Conference was held on November 16, 2017. The theme of the conference was best practices in governance. Catherine Redmond, Governance Officer and Leanne Stevens, Governance Coordinator attended the conference.

#### **6. External Presentations**

On November 16, 2017, Julia Shin Doi made a presentation on leadership at the Ministry of the Attorney General's Government Education Conference in Niagara, Ontario. On November 19, 2017, Julia Shin Doi spoke on a panel, Advancing Equality, Diversity, and Inclusion at the Federation of Asian Canadian Lawyers 11<sup>th</sup> Annual Conference. On November 25, 2017, Julia Shin Doi spoke on a panel: Towards 2020: University Boards – Governance Issues, Fiduciary and Reputational Considerations, at Victoria University in the University of Toronto.

## **APPOINTMENTS**

**Steven Murphy**, dean of the Ted Rogers School of Management, has been named the new president and vice-chancellor of the University of Ontario Institute of Technology (UOIT) effective March 1, 2018. Over his term at Ryerson he championed diversity and city-building and grew the reputation of TRSM with the MBA program ranked among the Top Ten programs in Canada by *Canadian Business* and the top 100 worldwide by *The Economist*. The TRSM co-op model and Dean's Council engaged sector experts in the integral elements of an innovative business education. We are proud to wish him every success.

**Anthony Bonato**, mathematics, has been named the Ryerson Fellow at Massey College for 2017-18. Author of more than 100 articles on network science, two previous books (*The Game of Cops and Robbers on Graphs* and *A Course on the Webb Graph*), and the upcoming *Graph Searching Games and Probabilistic Methods*, an international speaker and research collaborator, he is the sixth Ryerson Fellow at Massey College and the first from the faculty of science.

## **DISTINGUISHED VISITORS**

**Angeline Tetteh-Wayoe** has been appointed distinguished broadcaster-in-residence for a one-year term. The radio producer and host of *Weekend Morning* on CBC Radio 2 brings to Ryerson experience across many areas of audio production, a top-rated career as a producer and radio host in Alberta, a breadth of roles including host, DJ, and voice-acting roles culminating with the launch of her show in September 2016. At Ryerson she will be a mentor and professional resource for students as they test and expand their creativity and vision in navigating and initiating changes in the field.

**Sarada Peri**, senior speechwriter to President Barack Obama during his second term, member of the 2012 and 2016 Democratic National Convention speechwriting teams and a former principal at the West Wing Writers speechwriting-to-strategy firm visited Ryerson in October as a Distinguished Visiting Fellow to lead a workshop on *Breakthrough Messaging* hosted by the Ryerson Leadership Lab. At a time when the media landscape makes it challenging to be heard, her message was to be authentic and honest, and remember that "storytelling is really important — and maybe more important than ever."

**Taijen Ng-Chan**, co-founder of the Hamilton Perambulatory Unit artists' collective, has been appointed the Faculty of Community Service's first artist-in-residence. Taijen's work melds cinema, cartography, poetry, found and digital art to interrogate urban life, for example in a synesthesia map of the Hamilton Farmer's Market through its smells; and a Windsor diorama where digital images appear at the wave of a hand. At Ryerson, in *The Trajectory of Things*, the community is invited to share memories of objects that no longer have any practical use or economic value—but still have memory value and poetic worth.

## **CONGRATULATIONS**

**Shiri Pasternak**, criminology, is the winner of the 2017 Canadian Studies Network-Réseau d'études canadiennes Book Prize awarded for outstanding scholarship advancing knowledge and understanding of Canada – for *Grounded Authority: The Algonquins of Barriere Lake Against the State*.

**Zanele Muholi**, MFA Documentary Media '10, Outstanding International Alumni Award '16, co-founder of the Forum for the Empowerment of Women, has been honoured with the Chevalier de l'Ordre des Arts et des Lettres, France's premier cultural award.

**Jacqueline Au**, 4th year Fashion, is the recipient of the 2017 Barbara Turnbull Award, named after the Toronto Star reporter who was shot at the age of 18 leaving her quadriplegic, and became an activist for people with disabilities, known for her perseverance and positivity, and love for design and style.

**Carter Li**, CEO and co-founder of Clean Energy Zone startup SWTCH, was awarded the 2017 Lieutenant Governor's Visionaries Prize in Scientific and Technological Innovation for fighting climate change; and Zone Learning's 2017 Joseph and Antoinette Sorbara Entrepreneurial Award.

**Viviplan** won 1st place (\$65,000) and **Fortuna.ai** earned 2nd place (\$35,000) as winners in the 2017 DMZ-BMO Fintech Accelerator program launched in May to support the development of emerging Canadian fintech companies with a four-month incubation and mentorship experience.

**Ulula** won \$30,000 as "Best Social Enterprise" for an ethical consumption platform; and **Eatonomy** won \$15,000 as "Best Startup Enterprise" for a food distribution app – at Innovate TO150 joining Ryerson, York University, OCAD, and the City of Toronto in celebrating Toronto's social entrepreneurs.

**Rams men's soccer** won the OUA bronze medal in their fifth straight appearance at the OUA Final Four championship, with a 3-0 victory over the McMaster Marauders, following up the silver medal won in the OUA Final Four in 2013.

**ADA LOVELACE DAY** – On October 20th Ryerson partnered with The Fields Institute for Research in Mathematical Sciences in hosting the first Ada Lovelace Day in Toronto. The event joined an annual international celebration day named for a 19th century scientist to recognize and support women working in science, technology, engineering and math (STEM) and to provide role models encouraging more girls to pursue STEM disciplines and careers. The event featured a keynote talk, *The Mathematics of Genomes*, delivered by Professor Lila Kari, School of Computer Science, University of Waterloo, and a panel discussion, *Equity, Diversity And Inclusion In Mathematics – Present and Future*, with Kathleen Miao, 4th year Financial Mathematics, Ryerson University; Almut Burchard, Professor of Mathematics, University of Toronto; Sheila Embleton, Distinguished Research Professor of Linguistics, York University; and Anthony Bonato, Professor of Mathematics, Ryerson University.

**ARCH SCI & FRANK LLOYD WRIGHT** – On October 19th the Frank Lloyd Wright Revival Initiative announced that Ryerson had been selected from over 30 competing bids to update Frank Lloyd Wright's Banff Pavilion drawings. A team of seven, including architects and engineers with specialties in historical restoration, environmental systems and controls, architectural modeling, building performance and project management will be led by architectural science professor Yew-Thong Leong, founder of the Ryerson program in architectural preservation and conservation, and a current member of the National Roundtable on Heritage Education. The Banff Pavilion was designed by Frank Lloyd Wright and Francis Conroy Sullivan, Wright's only Canadian student, in 1911 and demolished in 1939. The Ryerson team will be doing a complete literature review on the building, conducting primary and secondary research, and engaging students, faculty, scholars and the broader community in the project. The Frank Lloyd Wright Revival Initiative, founded by filmmaker Michael Miner in 2016, is dedicated to the architect's legacy.

**CENTRE FOR FOOD INNOVATION AND NUTRITION DISCOVERY** – On October 12th the Hon. Kirsty Duncan, Minister of Science, announced new infrastructure funds from the Canada Foundation for Innovation, including \$1.89 million for a project led by D  rick Rousseau (chemistry, director of The Rousseau Labs: the Food Research Laboratory and the Soft Matter Research and Technology (SMaRT) Lab) and Nick Bellissimo (nutrition, director of the Nutrition Discovery Labs: Food Intake Regulation and Satiety Testing Lab, Nutrition and Exercise Testing (NExT) Lab, and Biomarker Analysis and Discovery Lab). The CFI-funded project brings together researchers from Ryerson, George Brown College, the University of Guelph, University of Toronto, and Agriculture and Agri-Food Canada with the goal of improving popular foods for greater satiety while maintaining customer satisfaction and working with

partners on novel, industry-ready foods to create economic growth in Canada's agri-food sector. The investment advances Ryerson's Centre for Urban Innovation, under construction on campus.

**PhD IN URBAN HEALTH** – The Daphne Cockwell School of Nursing is presenting a letter of intent to propose a new PhD program in urban health, including requesting input from the community. The Ryerson PhD in Urban Health will be the only doctoral degree granting program that solely focuses on urban health within a Canadian context, located within the most diverse, urbanized city in Canada. Research has shown that urban growth has an impact on the health of populations, leading to complex social and economic challenges such as homelessness, food insecurity, air quality and a reduction in healthy behaviours, and resulting in a rising demand for health and social care. The proposed program responds to the need to prepare qualified professionals across a range of disciplines to study the impact of urbanization and collaboratively evaluate and generate effective comprehensive solutions. The new PhD program will build on the DCSN's existing MN program and other graduate programs in FCS, supported by the expertise of the Urban Health Research Chair and the Tier I CIHR Canada Research Chair in Intervention Design in the DCSN, as well as the John C. Eaton Chair in Social Innovation and Entrepreneurship in the School of Child and Youth Care in FCS. The PhD in Urban Health will be housed in the Daphne Cockwell School of Nursing (DCSN), with an anticipated start date of Fall 2019.

**LUCY MOLNAR WING LECTURE SERIES** – On November 2nd the Faculty of Communication and Design launched a new lecture series honouring the late Lucy Molnar, an advocate for film and photography in Canada, welcoming Kelly Reichardt, independent filmmaker and director of *Meek's Cutoff* (2010), *Wendy and Lucy* (2008), *Old Joy* (2005) and *River of Grass* (2004). The films, produced outside the Hollywood system on budgets never exceeding \$2 million, have won critical acclaim at film festivals and attracted talent including Michelle Williams, Jesse Eisenberg, Dakota Fanning, Laura Dern and Kristen Stewart – and are renowned for an approach described by *The Guardian* newspaper as “wonderfully at odds with our expectations of the medium.” In an onstage Q&A, the director played scenes from her films and discussed soundscape and effects, the use of music, her commitment to historical accuracy and how low-budget conditions contribute to a greater sense of collaboration and camaraderie.

**TRSM @ REGENT PARK** – In November the Microbusiness Mentorship pilot program brought together two TRSM students and six aspiring entrepreneurs with the goal of expanding the supports needed to grow and establish emerging businesses in Regent Park. The program was spearheaded by TRSM community engagement coordinator Jessica Griffiths in partnership with Haris Blentic, director of employment services at the Dixon Hall Employment Services Centre, and Courtney Sweet, coordinator of community partnerships for The Daniels Corporation. The program combines technical training with one-on-one counseling, with students structuring the sessions to respond to the needs of the group.

**CHANG @ OERu** – The Chang School of Continuing Education is the first teaching institution from Ontario to join the OERu, an international network dedicated to providing more affordable education using open educational resources (OER). From October 17th to 19th international delegates were in Toronto for the 27th Annual International Council for Open and Distance Education (ICDE) World Conference, this year entitled *Online Learning: Teaching in The Digital Age – Rethinking Teaching & Learning*. Established in 2009, the OER Foundation received funding from UNESCO in 2011 to establish the global network (now including educational institutions on five continents) with a focus on students excluded from opportunity and the development of open source processes, technology and learning materials leading to sustainable education futures. Joining OERu advances a key priority for Ontario, with the province funding OER production and reuse administered by eCampusOntario, a partner in the OERu network, and Ryerson participating in a number of these funded projects.

**STUDENT REFERENDUM** – A vote held November 6-9th approved a fee of \$5.00 per semester in fall and winter terms, for a total fee of \$10.00 per academic year, to be split evenly between the Sexual Assault

Survivor Support Line and the Good Food Centre. The fee will be paid by all students enrolled in full-time degree programs starting in September 2018, and adjusted annually for inflation. Founded in 2011, the RSU Sexual Assault Survivor Support Line (SASSL) is a peer-to-peer support service for Ryerson students. The Good Food Centre (GFC), opened in 1992, was the first campus food bank in Canada to operate a Community Food Centre model while teaching the community about food challenges facing students.

**SOCIAL JUSTICE WEEK** – From October 23rd to 27th the seventh annual Ryerson program offered a broad perspective on social justice and concrete ideas for change. Eighteen events ranging from roundtables, panel discussions, lunch & learn workshops and lectures welcomed thought leaders, activists, changemakers and participants to consider the themes of Indigenous culture and solidarity, home and belonging, disrupting the school-to-prison pipeline, and building skills to turn passion into action for social change, with a commemorative art installation for Missing and Murdered Indigenous Women organized by Walking With Our Sisters –Toronto. Special guest speakers included Michif artist Christi Belcourt (cofounder, Onaman Collective) discussing decolonization and the need to expand our political imagination, and book launches by distinguished visiting professor Leanne Betasamosake Simpson, introducing *As We Have Always Done*, about Indigenous political resurgence rooted in writing, and Shiri Pasternak (criminology) introducing *Grounded Authority: The Algonquins of Barriere Lake Against the State*. The 2017 Mandela Lecture, *Black Be/longing: At the crossroads of art, culture, and human rights* was delivered by contemporary writer and revolutionary thinker M. NourbeSe Philip drawing from her forthcoming book *Blank* in exploring how race, politics, and art intersect in a “multicultural nation.” An annual highlight, the *SJW Rally: Music & Words on the Street* was opened by Ryerson Elder Joanne Dallaire, celebrating the art and music of Canada’s marginalized communities. Social Justice Week is led by Kiké Roach, the Unifor Sam Gindin Chair in Social Justice and Democracy.

**MIND + ACTION** – On October 18-19th a symposium entitled *The Many Gods of Canada: Secularism, Religion and Public Policy* brought together leading thinkers for illuminating discussion and debate on Indigenous spirituality and what Canadians can learn from it; religion in a diverse Canada; secularism and faith in Canadian public life; religion and public space; balancing freedom of religion, gender equity and LGBTQ2 rights; and balancing free speech and freedom from hate. Guest speakers, panelists and moderators included: Chief Richard Atleo (Umeek), University of Victoria; Lori Beaman, Canada Research Chair in Religious Diversity and Social Change, University of Ottawa; Joyce Smith, Ryerson School of Journalism; Rabbi Elyse Goldstein, Rabbi of City Shul and the first woman president of the Toronto Board of Rabbis; Kimberly Murray, Ontario Assistant Deputy Attorney General for Indigenous Justice; Mark Freiman, former president of the Canadian Jewish Congress; Toronto City Councillor Kristyn Wong-Tam, and Ryerson distinguished visiting professors Haroon Siddiqui, Alok Mukherjee, John Ralston Saul and Jim Turk. Students were engaged in the discussion with the 2017 Mind and Action Symposium essay contest, inviting submissions on one of two themes: *What are the challenges, riches and best approaches to living in a multi-religious, secular society?* or *Can religious diversity and secularism co-exist?* Special thanks to Myer Siemiatycki and Anver Saloojee for key contributions to the event. The Symposium was jointly organized by the Office of the Provost and the Faculty of Arts.



## **BOARD OF GOVERNORS MEETING November 30, 2017**

**Agenda Item:** Financial Statements (unaudited) for the period ending October 31, 2017

### **STARTEGIC Objectives**

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

### **ACTION REQUIRED: Approval**

#### **SUMMARY:**

The second quarter financial statements for the six months ending October 31, 2017 indicate that Ryerson is on track to meet the 2017/18 approved budget.

#### **BACKGROUND:**

The Balance sheet summarizes the assets and liabilities as of the period ended October, 31, 2017. Projections to the end of the fiscal year, April 30, 2018 have been provided. Note that some figures that are dependent on actuarial assumptions and market conditions are not estimated and only adjusted at year end. Comparisons to the actual results for the previous year end, April 30, 2017 are included.

The Statement of operations summarizes the major revenues and expenditures with the actuals for the six months ending October 31, 2017. The 2017/18 board approved budget has been allocated on quarterly basis and this 2<sup>nd</sup> quarter budget was compared to the actuals with the variances noted. Projections to the end of the fiscal year, April 30, 2018 have been provided on revenues and expenses based on the actual results and expected changes. Note that some figures that are dependent on actuarial assumptions and market conditions are not estimated and only adjusted at year end.

#### **HIGHLIGHTS:**

##### **Balance Sheet:**

- The cash and investments position are in a solid position and are expected to be higher than last year's level. They reflect the impact of the \$130M debenture issue, the Capital Plan expenditures, and the positive operating results.



- The Net assets are also projected to remain in a healthy position. The debenture issue has resulted in a positive recovery of \$16.3M to investments in capital assets (those that are internally financed).
- Accounts receivable and deferred revenues are at their highest point at this time of year given that winter term fees have been assessed but are not yet due nor earned as of October.
- Long term liabilities now include the \$130M debenture debt.
- All other assets and liabilities are trending as expected for this time of year.
- Employee future benefits (pension and other) are only updated at the fiscal year end as they are dependent on actuarial assumptions and related market conditions that are updated only at the fiscal year end.
- Net assets are directly impacted from the volatility of the employee future benefits.

**Statement of Operations:**

- Tuition revenues and enrolment-based grants are projected to increase from increases in the fall term enrolment.
- Salaries and benefits for teaching costs will increase in some academic units to support the enrolment increases.
- Benefits include the solvency pension payments estimated at \$4.1M annually.
- Non salary costs including materials and supplies and student bursaries/scholarships are also projected to increase from enrolment increases.
- The unrealized gain of \$9.7M on interest rate swaps is based on expected long term interest rates. This amount is subject to change given market conditions that may change by year end.
- Excess of revenues earned less expenses incurred are approximated at \$39M.  
Note that this is not available for general operating purposes as the funds are committed through the operating budget process and therefore will be internally restricted for departmental carryforwards.

**Attached:**

- Financial Statements (unaudited) for the period ending October 31, 2017.

**COMMUNICATIONS STRATEGY: NA**

**PREPARED BY:**

Name Joanne McKee, Chief Financial Officer  
Tim Chiu, Controller & Director of Finance  
Ivan Gottlieb, Director, Financial Planning  
Date November 6, 2017

**APPROVED BY:**

Name Janice Winton, Vice President Administration and Finance  
Date November 6, 2017





Financial Statements  
October 31, 2017  
*(unaudited)*

**Ryerson University**  
**CONSOLIDATED BALANCE SHEETS**

[amounts in thousands]

|   | 3 Months Ending<br>October 31, 2017<br>(Unaudited Actual)<br>\$ | Year Ended<br>April 30, 2017<br>(Actual)<br>\$ | Year Ended<br>April 30, 2018<br>Projected<br>\$ | Comments   |
|---|---|--|---|--|
| <b>ASSETS</b>                                       |   |  |   |  |
| <b>Current</b>                                      |   |  |   |  |
| Cash, cash equivalent & short term investments      | 193,304   | 150,598  | 136,093   | Cash + Investments together reflect the \$130M debenture issue, the Capital Plan & seasonal trends     |
| Accounts receivable                                 | 149,026   | 30,053   | 31,000  | Seasonal pattern consistent with prior years   |
| Prepaid expenses                                    | 2,953   | 9,333  | 9,800   | Seasonal pattern consistent with prior years   |
| Inventories   | 2,907   | 1,076  | 1,200   | Seasonal pattern consistent with prior years   |
| Current portion of long-term note receivable        | 272   | 264  | 279   | Student Campus Centre & RFI  |
| <b>Total current assets</b>                         | <b>348,462</b>  | <b>191,324</b>                                 | <b>178,372</b>                                  |  |
| Investments (endowment & capital purposes)          | 377,138   | 274,126  | 389,920   | Cash + Investments together reflect the \$130M debenture issue, the Capital Plan & seasonal trends     |
| Employee future benefits - pension                  | 176,854   | 176,854  | 176,854   | Analysis done by actuaries at year end   |
| Long-term note receivable                           | 7,705   | 5,165  | 6,922   | Student Campus Centre & RFI  |
| Capital assets, net                                 | 1,084,492   | 1,061,677                                      | 1,131,874                                       | Capital Plan   |
| <b>Total Assets</b>                                 | <b>1,994,651</b>  | <b>1,709,146</b>                               | <b>1,883,943</b>                                |  |
| <b>LIABILITIES AND NET ASSETS</b>                   |   |  |   |  |
| <b>Current</b>                                      |   |  |   |  |
| Accounts payable and accrued liabilities            | 73,952  | 81,504   | 85,000  | Seasonal pattern consistent with prior years   |
| Deferred revenue                                    | 164,642   | 20,951   | 21,000  | Reflects seasonal patterns, timing of government grants, & deferral of winter tuition                  |
| Current portion of long-term debt                   | 6,799   | 6,605  | 6,997   | Current portion of BMO & TD loans  |
| Current portion of fair value of interest rate swap | 5,232   | 6,624  | 5,232   | Current portion of SWAP at fair value  |
| <b>Total current liabilities</b>                    | <b>250,625</b>  | <b>115,683</b>                                 | <b>118,229</b>                                  |  |
| Employee future benefits - other                    | 23,286  | 23,286   | 23,286  |  |
| Long-term debt                                      | 287,966   | 161,387  | 284,588   | BMO / TD loans & \$130M debenture issue  |
| Fair value of interest rate SWAP                    | 30,982  | 39,258   | 30,982  | SWAP at fair value reflecting changes in market conditions   |
| Deferred revenue contributions                      | 76,415  | 83,423   | 80,000  | Externally restricted grants and donations received in advance of expenditures                         |
| Deferred capital contributions                      | 239,633   | 227,886  | 248,830   | Externally restricted grants and donations for capital purposes, amortized over the life of the assets |
| <b>Total Liabilities</b>                            | <b>908,907</b>  | <b>650,924</b>                                 | <b>785,915</b>                                  |  |
| <b>Net assets</b>                                   |   |  |   |  |
| Endowments  | 126,350   | 125,804  | 126,920   | Donations and matching grants  |
| Other   | 959,394   | 932,418  | 971,107   | See statement of Net Assets attached   |
| <b>Total net assets</b>                             | <b>1,085,744</b>  | <b>1,058,222</b>                               | <b>1,098,027</b>                                |  |
| <b>Total Liabilities and Net assets</b>             | <b>1,994,651</b>  | <b>1,709,146</b>                               | <b>1,883,943</b>                                |  |

**Ryerson University**  
**CONSOLIDATED STATEMENT OF OPERATIONS**

[amounts in thousands]

|   | 6 Months Ending<br>October 31, 2017<br>(budget)<br>\$ | 6 Months Ending<br>October 31, 2017<br>(Unaudited Actual)<br>\$ | Variance<br>Fav (Unf)<br>(Actual - Budget)<br>\$ | Year Ended<br>April 30, 2018<br>Projected<br>\$ |
|---|---|---|--|---|
| <b>REVENUE</b>  |   |   |  |   |
| Operating, research and other grants/contracts                      | 155,699   | 160,197   | 4,498  | 320,394   |
| Student Fees  | 170,451   | 176,338   | 5,887  | 352,676   |
| Sales and services  | 16,506  | 16,546  | 40   | 33,093  |
| Donations recognized  | 5,230   | 5,455   | 225  | 10,910  |
| Amortization of deferred capital contributions                      | 3,750   | 3,863   | 113  | 7,726   |
| Investment, and Other Income  | 3,898   | 5,849   | 1,951  | 11,699  |
|   | <b>355,534</b>  | <b>368,249</b>  | <b>12,715</b>                                    | <b>736,497</b>                                  |
| <b>EXPENSES</b>   |   |   |  |   |
| Salaries and benefits   | 223,531   | 227,981   | (4,450)  | 458,963   |
| Materials, supplies, repairs and maintenance                        | 81,942  | 83,166  | (1,224)  | 166,332   |
| Bursaries and scholarships  | 20,669  | 20,384  | 285  | 40,768  |
| Interest  | 5,319   | 4,932   | 387  | 12,313  |
| Amortization of capital assets                                      | 14,000  | 14,460  | (460)  | 28,920  |
|   | <b>345,461</b>  | <b>350,924</b>  | <b>(5,463)</b>                                   | <b>707,296</b>                                  |
| <b>Revenue less expenses, before unrealized loss (gain) on SWAP</b> | 10,073  | <b>17,325</b>   | 7,252  | <b>29,201</b>                                   |
| Unrealized (loss) gain on SWAP                                      |   | 9,668   | 9,668  | 9,668   |
| <b>Revenue less expenses</b>  | <b>10,073</b>   | <b>26,993</b>   | <b>16,920</b>                                    | <b>38,869</b>                                   |

Comments

Reflects growth, but government grants not finalized; research grants reflect the timing of recognition of research grants  
Reflects slight increases in Fall enrollment plus increases & timing variations of misc fees.  
Consistent with budget  
Reflects timing recognition of revenues to match expenses incurred  
Amortization of contributions for capital projects over life of assets  
Includes interest & misc. items: conference income, affinity income, endowment income recognition etc.

Consistent with budget - minor variance  
Consistent with budget - minor variance  
Expenses on track to date  
Includes interest on TD / BMO loans & the \$130M debenture issue  
Amortization of Capital Assets over the life of the assets

TD & BMO SWAP's reflecting change in market conditions

Majority not available for general operating purposes as funds are committed for Departmental Carry Forwards

**CONSOLIDATED STATEMENT OF CHANGES IN NET ASSETS**  
**For the Period Ended October 31, 2017**  
**(with comparative figures at April 30, 2017)**

|   | Unrestricted* | Investment<br>in Capital<br>Assets* | Employee<br>Future<br>Benefits | Internally<br>Restricted<br>Carry Forwards | Net Assets<br>before<br>Endowments | Endowments | Period Ended<br>October 31, 2017<br>Unaudited Actual | Year Ended<br>April 30, 2017<br>Final Actual |
|---|---------------|-------------------------------------|--------------------------------|--|------------------------------------|------------|--|--|
|   | \$            | \$                                  | \$                             | \$   | \$                                 | \$         | \$   | \$   |
| Net Assets, beginning of year                       | (215,275)     | 678,252                             | 153,568                        | 315,873                                    | 932,418                            | 125,804    | 1,058,222  | 903,710                                      |
| Revenue less expenses                               | 37,589        | (10,597)                            | -                              |  | 26,992                             |            | 26,992   | 40,544                                       |
| Capitalization of investment income in endowments   | -             |                                     |                                |  | -                                  | -          | -  | 2,648  |
| Internally Restricted endowments                    | (16)          |                                     |                                |  | (16)                               | 16         | -  | -  |
| Endowment contributions                             |               |                                     |                                |  | -                                  | 530        | 530  | 2,755  |
| Employee Future Benefits Remeasurements             |               |                                     | -                              |  | -                                  |            | -  | 108,565                                      |
| Net Change in net assets invested in Capital Assets | (4,124)       | 4,124                               |                                |  |                                    |            |  |  |
|   | -             |                                     |                                |  |                                    |            |  |  |
| Net Assets, end of year                             | (181,826)     | 671,779                             | 153,568                        | 315,873                                    | 959,394                            | 126,350    | 1,085,744  | 1,058,222                                    |

\* Includes a \$16.3M recovery of internal financing of capital projects (DCHS, Mid Block, CUI, Campus Renewal) , as a result of the \$130M bond issue. This improves the deficit & reduces the equity in capital assets

**Ryerson University**  
**CONSOLIDATED STATEMENT OF CASH FLOWS**

[amounts in thousands]

|   | Period Ended<br>October 31, 2017<br>\$ | Year Ended<br>April 30, 2017<br>\$ | Year Ended<br>April 30, 2018<br>\$ | Comments   |
|---|--|------------------------------------|------------------------------------|--|
| <b>OPERATING ACTIVITIES</b>   |  |                                    |                                    |  |
| Revenue less expenses   | 26,992                                 | 40,545                             | 38,869                             | See Statement of Operations  |
| Add (deduct) non-cash items   |  |                                    |                                    |  |
| Amortization of capital assets  | 14,460                                 | 29,432                             | 28,920                             |  |
| Amortization of deferred capital contributions                                | (3,863)                                | (8,179)                            | (7,726)                            |  |
| Change in fair value of interest rate swap                                    | (9,668)                                | (4,763)                            | (9,668)                            | Per CPA-NFP standards; reflects change in market conditions                                    |
| Unrealized loss (gain) on investments   | (3,617)                                | (8,434)                            | (3,617)                            | Capitalized in endowments  |
| Employee future benefits contributions  | -                                      | (22,881)                           | -                                  | To be adjusted by actuaries at year end  |
| Employee future benefits expense  | -                                      | 19,857                             | -                                  | To be adjusted by actuaries at year end  |
| Net change in deferred revenue contributions                                  | (7,008)                                | 17,745                             | (3,423)                            | Reflects timing variations of externally restricted grants and donations received vs. spent    |
| Net change in non-cash working capital balances                               | 21,718                                 | 278                                | 1,897                              |  |
| <b>Cash provided by operating activities</b>                                  | <b>39,014</b>                          | <b>63,600</b>                      | <b>45,252</b>                      |  |
| <b>INVESTING ACTIVITIES</b>   |  |                                    |                                    |  |
| Decrease (increase) in note receivable  | (2,548)                                | 247                                | (1,757)                            |  |
| Acquisition of capital assets   | (37,278)                               | (78,427)                           | (99,120)                           | Capital plan   |
| Decrease (Increase) in investments  | (99,395)                               | (25,266)                           | (115,794)                          | Variations in the timing of Capital Plan expenditures versus timing of various funding sources |
| <b>Cash used in investing activities</b>                                      | <b>(139,221)</b>                       | <b>(103,446)</b>                   | <b>(216,671)</b>                   |  |
| <b>FINANCING ACTIVITIES</b>   |  |                                    |                                    |  |
| Contributions received for capital purposes                                   | 15,610                                 | 34,544                             | 32,420                             | Capital plan   |
| Endowment contributions   | 530                                    | 2,755                              | 1,100                              |  |
| Capitalization of investment income (loss) in endowments                      | -                                      | 2,648                              | -                                  |  |
| Increase in Debt Financing  | 130,000                                | -                                  | 130,000                            | New debt - \$130M debenture issue  |
| Repayment of long-term debt principal   | (3,227)                                | (6,254)                            | (6,605)                            |  |
| <b>Cash used in financing activities</b>                                      | <b>142,913</b>                         | <b>33,693</b>                      | <b>156,915</b>                     |  |
| <b>TOTAL CASH, CASH EQUIVALENT &amp; SHORT TERM INVESTMENTS</b>               |  |                                    |                                    |  |
| <b>Total Net increase (decrease) in cash &amp; short term during the year</b> | 42,706                                 | (6,153)                            | (14,505)                           |  |
| Cash & cash equivalents & short term beginning of year                        | 150,598                                | 156,751                            | 150,598                            |  |
| <b>Cash &amp; cash equivalents &amp; short term end of year</b>               | <b>193,304</b>                         | <b>150,598</b>                     | <b>136,093</b>                     |  |

## **DRAFT RESOLUTION**

**RE: Financial Statements (unaudited) for the period ending October 31, 2017**

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BE IT AND IT IS HEREBY RESOLVED:

THAT the Financial Statements (unaudited) for the period ending October 31, 2017 be approved as presented.

November 30, 2017



## **BOARD OF GOVERNORS MEETING**

**Date: November 30, 2017**

### **AGENDA ITEM:**

Review of Revenue and Expenditures for proposed Master of Health Administration in Community Care

### **STRATEGIC OBJECTIVES**

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

**ACTION REQUIRED:** Approval regarding financial viability of graduate program leading to Master of Health Administration in Community Care

### **SUMMARY:**

The attached documents are:

1. A Program Summary including analysis of projected revenue and expenditures
2. A Board Resolution

The proposed program has undergone thorough assessments of academic quality and financial viability. It is consistent with Ryerson's mission, builds on existing academic strengths, and responds to student demand and societal need.

The proposed program has been approved internally by Senate and will be submitted to the Ontario Universities Council on Quality Assurance (the Quality Council). The Quality Council is responsible for the quality assurance approval of new undergraduate and graduate programs, as well as auditing each university's quality assurance processes on an eight-year cycle.

As in the past, programs that have been approved by the Board will not be launched until the Provost determines that sufficient student demand materializes and that the necessary resources are available.



**BACKGROUND:**

The proposed Master of Health Administration in Community Care is the first graduate program in Canada with an explicit focus on the management of home and community health care. As more healthcare services are moved from institutional to home and community settings, models that ease access to and transitions between services, while controlling costs, are increasingly necessary. The program will address the demand for skilled managers in private, public and not-for-profit organizations that plan, coordinate and deliver clinical and supportive healthcare in the community.

This program provides a natural extension of the undergraduate programs currently offered by the School of Health Services Management, which is located within the Ted Rogers School of Management. The School is ready to deliver the new program in a cost-effective manner with minimal change to administrative structure.

The program is consistent with Ryerson's Strategic Mandate Agreement (SMA) and was highlighted as a potential new program in the University's SMA submission to Government.

**COMMUNICATIONS STRATEGY:** Information on the approved program will be posted on the Ryerson website and used in recruitment literature.

**PREPARED BY:**

Name Paul Stenton, Deputy Provost and Vice Provost, University Planning  
Date November 7, 2017

**APPROVED BY:**

Name Michael Bennaroch, Provost and Vice-President, Academic  
Date November 7, 2017

# Ryerson University

## New Program Approval Summary for Board of Governors

|  |               |   |               |
|--|---------------|---|---------------|
| <b>Name of Program:</b> Community Care   |               | <b>Degree:</b> Master of Health Administration                      |               |
| <b>Proposed starting date:</b> September 2018  |               | <b>Proposed Tuition Fee (2017-18):</b> \$3,348 per term for 3 terms |               |
| <b>Brief program description:</b>  |               |   |               |
| <ul style="list-style-type: none"><li>• The proposed Master of Health Administration in Community Care is the first graduate program in Canada with an explicit focus on the management of home and community health care. As more healthcare services are moved from institutional to home and community settings, models that ease access to and transitions between services, while controlling costs, are increasingly necessary. The program will address the demand for skilled managers in private, public and not-for-profit organizations that plan, coordinate and deliver clinical and supportive healthcare in the community.</li><li>• While there are other health management related programs in the province, none have a focus on home and community care, including transitions between services and service providers. In addition to the community care focus, the program includes content on information technology for home and community care. Dedicated course work about health information technology is typically found in information management or health informatics programs, but is largely absent from most health services management programs. Remote sharing of health information, mobile health and telehealth are increasingly important components of health care delivery and ensuring an integrated system.</li><li>• The program, which is four terms in duration, consists of six courses and an applied capstone project. Intake is 20 students.</li></ul>   |               |   |               |
| <b>Evidence of societal need and student demand:</b>   |               |   |               |
| <ul style="list-style-type: none"><li>• The orientation of the program aligns with a key Ministry of Health and Long Term Care goal of “connecting services and providing more coordinated care in the community.” The range of care that is moving to home and communities is broad, including, for example, pediatric care, chronic care, and mental health -- a large proportion of this care is aimed at support for seniors. In 2013, approximately 15% of Ontario residents were aged 65 or older. This proportion is projected to increase to 24% in 2034-35.</li><li>• This environment demands strong analytical skills of managers, who need to collect and use demographic, epidemiological, financial, and service performance data to make evidence informed decisions and respond to multiple accountability requirements from a diverse array of stakeholders. The employment outlook for managers in health care is above average for the period 2017 to 2021 and average annual earnings far surpass the mean for all occupations. Consultation with potential employers indicates strong support for the program.</li><li>• Prospective students will be undergraduate degree holders, most of whom work in organizations that deliver or coordinate healthcare services. Those employed in public health, primary care settings (e.g., community health centres, family health teams), long-term care, mental health or addictions agencies will also be interested in the program. There is a very large pool of potential students in the Greater Toronto Hamilton Area, with about 150 organizations providing community care and employing tens of thousands of people within the Toronto Central Local Health Integration Network alone. The program will be offered in a modular or “intensive” format to accommodate the schedules of students who are currently working full-time.</li><li>• A survey of current undergraduate students and alumni in Ryerson’s School of Health Services Management was conducted in early 2017. Respondents indicated a need for the Master of Health Administration in Community Care, with the vast majority indicating that they found the program appealing personally.</li></ul> |               |   |               |
| <b>Fit with Ryerson mission, Strategic Mandate Agreement and resources:</b>  |               |   |               |
| <ul style="list-style-type: none"><li>• This program provides a natural extension of the undergraduate programs currently offered by the School of Health Services Management, which is located within the Ted Rogers School of Management. The School is ready to deliver the new program in a cost-effective manner with minimal change to administrative structure.</li><li>• External experts and practitioners will be involved in the capstone course, which challenges students to develop solutions to real issues posed by health care organizations. A number of organizations have agreed to work with students on capstone projects.</li><li>• The program is consistent with Ryerson’s Strategic Mandate Agreement (SMA) and was highlighted as a potential new program in the University’s SMA submission to Government.</li></ul>   |               |   |               |
| <b>Program Costing</b>   |               |   |               |
| <b>Summary of enrolment, revenue and expenditures at steady-state (details on next page)</b>   |               |   |               |
|  | <b>Year A</b> | <b>Year B</b>   | <b>Year C</b> |
| Enrolment (Annualized FTE)   | 13.0          | 25.0  | 25.0          |
| Total Revenue  | \$303,361     | \$583,386   | \$583,386     |
| Direct Costs including OTO   | \$296,094     | \$288,127   | \$288,127     |
| Total Expenditures   | \$361,766     | \$409,804   | \$409,804     |
| Annual funds to be allocated for institutional costs including student support/(deficit)   | (\$58,405)    | \$173,582   | \$173,582     |

**Table 1: Estimated Enrolment, Revenues and Expenditures for graduate program in Health Administration in Community Care**

|  | Year 0<br>2017/18 | Year A<br>2018/19 | Year B<br>2019/20 | Year C<br>2020/21 | Year D<br>2021/22 |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|
| <b>a) Enrolment</b>  |                   |                   |                   |                   |                   |
| Annualized FTE   |                   | 13.0              | 25.0              | 25.0              | 25.0              |
| Weighted Grant Units (WGUs)  |                   | 54.6              | 105.0             | 105.0             | 105.0             |
| <b>b) Revenue</b>  |                   |                   |                   |                   |                   |
| Tuition fees   |                   | \$ 130,568        | \$ 251,093        | \$ 251,093        | \$ 251,093        |
| Grants   |                   | \$ 172,793        | \$ 332,294        | \$ 332,294        | \$ 332,294        |
| <b>TOTAL Revenue</b>   |                   | <b>\$ 303,361</b> | <b>\$ 583,386</b> | <b>\$ 583,386</b> | <b>\$ 583,386</b> |
| <b>c) Expenditures</b>   |                   |                   |                   |                   |                   |
| Instructional and research related salaries  |                   | \$ 174,857        | \$ 174,857        | \$ 174,857        | \$ 174,857        |
| Administration and co-ordination support salaries  |                   | \$ 45,000         | \$ 55,000         | \$ 55,000         | \$ 55,000         |
| Non-salary operating   |                   | \$ 6,667          | \$ 10,000         | \$ 10,000         | \$ 10,000         |
| Benefits and pensions related to direct salaries   |                   | \$ 46,170         | \$ 48,270         | \$ 48,270         | \$ 48,270         |
| <i>Subtotal Direct Costs</i>   |                   | <i>\$ 272,694</i> | <i>\$ 288,127</i> | <i>\$ 288,127</i> | <i>\$ 288,127</i> |
| Ongoing library costs  |                   | \$ 5,000          | \$ 5,000          | \$ 5,000          | \$ 5,000          |
| New buildings financing (10% of net incremental revenue)   |                   | \$ 30,336         | \$ 58,339         | \$ 58,339         | \$ 58,339         |
| New buildings operating (10% of net incremental revenue)   |                   | \$ 30,336         | \$ 58,339         | \$ 58,339         | \$ 58,339         |
| <i>Subtotal Indirect Costs</i>   |                   | <i>\$ 65,672</i>  | <i>\$ 121,677</i> | <i>\$ 121,677</i> | <i>\$ 121,677</i> |
| <i>Total Ongoing Expenditures</i>  |                   | <i>\$ 338,366</i> | <i>\$ 409,804</i> | <i>\$ 409,804</i> | <i>\$ 409,804</i> |
| One-time costs/investments   | \$ 11,000         | \$ 23,400         | \$ -              | \$ -              | \$ -              |
| <b>TOTAL Expenditures</b>  | <b>\$ 11,000</b>  | <b>\$ 361,766</b> | <b>\$ 409,804</b> | <b>\$ 409,804</b> | <b>\$ 409,804</b> |
| Annual funds to be allocated for institutional costs including graduate student support/ (deficit) | \$ (11,000)       | \$ (58,405)       | \$ 173,582        | \$ 173,582        | \$ 173,582        |

## **DRAFT RESOLUTION**

**RE: Review of Revenue and Expenditures for new Master of Health Administration in Community Care (M.H.A.(C.C.))**

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BE IT AND IT IS HEREBY RESOLVED:

THAT, on the basis of the review carried out, the program approvals of Senate, and on the basis of the planned revenue and expenditures presented, the new Master of Health Administration in Community Care (M.H.A.(C.C.)) is deemed financially viable and is approved to be offered September 2018 at the discretion of the Provost and Vice President Academic.

November 30, 2017



**BOARD OF GOVERNORS**  
**September 28, 2017**  
**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, September 28, 2017 at 12:00 p.m. in Jorgenson Hall, JOR-1410.

**ATTENDANCE:**

**Present:** J. Fukakusa (Chair), M. Frazer (Vice Chair), L. Amleh, L. Bloomberg, J. Cockwell, C. Ellis, S. Gellman, C. Hilken, M. Lachemi, G. Lewis, C. MacDonald N. Marwah, V. Morton, N. Muthreja, C. Paisley, S. Sinha

**Regrets:** M. Al Zaibak, M. Ien, M. Rodrigues, R. Traill, T. Staffieri

**Board Secretariat:**

J. Shin Doi, General Counsel and Secretary of the Board of Governors

C. Redmond, Governance Officer

M. Chaisson, Senior Legal Counsel and Assistant Secretary of the Board of Governors

**Others Attending**

M. Benarroch Provost and Vice President Academic

J. Winton, Vice President, Administration & Finance

J. McKee, Chief Financial Officer

P. Stenton, Deputy Provost and Vice Provost University Planning

J. Grass, Assistant Vice President, University Relations

D. O’Neil Green, Vice President, Equity and Community Inclusion

I. Mishkel Vice President, University Advancement and Alumni Relations

A. Saloojee, Assistant Vice President, International

C. Sass-Kortsak, Assistant Vice President, Human Resources

S. Fazilat, Assistant Vice-President, Facilities Management and Development

S. Zolfaghari, Vice Provost, Faculty Affairs

R. Simm, KPMG

I. Gottlieb, Director, Financial Planning

A. Armbrost, Legal Counsel

B. Sloan Interim Manager Communications and Special Projects, Office of the Vice Provost, Students

C. Myers, Sexual Assault Survivor Support Line Coordinator

C. Davis, Good Food Centre Coordinator

R. Lachman, Director, Zone Learning

N. Elmazaj, Project Coordinator, Office of the Provost and Vice President Academic

K. Paul, Lifeline Syria Challenge Project Coordinator, Ryerson International  
T. Carmichael, Interim Director and International Liaison Officer

**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**

J. Fukakusa welcomed new Board members to the first meeting of the academic year and thanked T. Staffieri in absentia for his hospitality in hosting the Board Welcome Social at the Rogers Centre on September 9, 2017.

J. Fukakusa reminded Board members of the upcoming Convocations and encouraged their participation.

J. Fukakusa also thanked the Provost's Office for providing the Board with signed copies of the Ryerson Image Centre Book "The Faraway Nearby," Facilities Management and Development for providing bicycle lights, Student Affairs for the Thrive RU Workbook, and the Faculty of Science for their recent publication Celebrating Five Years.

**3.2 Approval of the September 28, 2017 Agenda**

The agenda was approved as presented.

**4. REPORT FROM THE PRESIDENT**

M. Lachemi welcomed all and said he was looking forward to building on the accomplishments of the last year.

M. Lachemi welcomed M. Benarroch, Provost and Vice President Academic, I. Mishkel, Vice-President, University Advancement and Alumni Relations, S. Liss, Vice President, Research and Innovation, and D. O'Neil Green, the University's first Vice-President, Equity and Community Inclusion.

M. Lachemi congratulated J. Fukakusa on being named the inaugural Board Chair of the Canada Infrastructure Bank (CIB) and J. Shin Doi for being named among the 2017 "Top 25 Most Influential" by Canadian Lawyer magazine in the In-House Counsel Category.

M. Lachemi congratulated Professors Bin Wu, Catherine Beauchemin and Anatoliy Gruzd for their election as Fellows to the Royal Society of Canada.

M. Lachemi reported that the Student Learning Centre had received an Award of Excellence for the Best Public Building and the Radio and Television Arts School of Media had been recognized as one of the top 15 international schools in film and media.

M. Lachemi reported that five Faculty of Communication and Design alumni had directed films selected for the Toronto International Film Festival.

M. Lachemi reported that on November 8, 2017, the University will be celebrating the 5<sup>th</sup> anniversary of the Mattamy Athletic Centre (MAC). The MAC has also been a major venue for the Invictus Games.

M. Lachemi spoke of the Ryerson Image Centre and the New York Times Archive acquisition.

## **5. REPORT FROM THE SECRETARY**

J. Shin Doi reported that her report was in the materials.

## **6. REPORT FROM THE PROVOST AND VICE PRESIDENT ACADEMIC**

### **6.1 Provost and Vice President Academic Update**

M. Benarroch thanked the Chair and the Board for the opportunity to present his observations of the University from the perspective of a newcomer. His portfolio had been focusing on the Brampton initiative and the Law School and would be conducting a review of his portfolio at a future date.

M. Benarroch welcomed C. Shepstone, Chief Librarian and J. Austin, Interim Vice Provost Students and spoke briefly about the review that the Interim Vice Provost Students would be conducting on his portfolio.

### **6.2 Ryerson Student Union (RSU) Equity Centre Referendum Proposal**

M. Benarroch introduced B. Sloan, Office of the Vice Provost, Students and reported that he had been working with students from two RSU Equity Centres to prepare a proposal for a new student fee referendum for the Board's consideration.

B. Sloan introduced C. Myers, Sexual Assault Survivor Support Line Coordinator and C. Davis, Good Food Centre Coordinator who presented information on the case for holding a referendum to support the work of the two equity centres.

J. Fukakusa thanked the students and said that they had presented a compelling argument and hoped they were successful in persuading students during the referendum.

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 all full-time Ryerson students to seek approval for the creation of a fee of \$5.00 per semester to be split evenly to fund the operations of the Sexual Assault Survivor Support Line (SASSL) and the Good Food Centre (GFC), starting in September 2018, to be paid by all students enrolled in full-time programs; and***



***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.***

### 6.3 Zone Learning

M. Benarroch introduced R. Lachman, Director, Zone Learning and an incredibly accomplished academic. R. Lachman presented information on the strategy and operations of nine of the ten zones at Ryerson that fall under Zone Learning (excludes the DMZ). He spoke of the strategic direction, current activities and future initiatives of the zones.

Board members asked about the provision of mental health and financial supports for students within the zones.

M. Lachemi reported that a delegation from the United Kingdom had toured Ryerson earlier that day as the University was considered a leader in experiential and zone learning.

## **7. DISCUSSION**

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

M. Frazer reported that the Employee Relations and Pension Committee (“ERPC”) met on September 19, 2017 and recommended that the University file the Actuarial Valuations as of January 1, 2017 and also recommended the approval of Willis Towers Watson as Actuaries for the Ryerson Retirement Pension Plan for the 2018 year.

M. Frazer said that included in the Board package is the material from the plan actuaries, Willis Towers Watson, on the valuation of the Ryerson Pension Plan, along with a cover memo highlighting the key issues. As previously indicated at the June Board meeting, the January 1, 2017 valuation shows a going concern surplus of \$52.5 million and a solvency deficit of \$21.1 million. The slight increase in the solvency deficit from \$18 million at January 1, 2016 is due to demographic and assumption change losses.

M. Frazer reported that at the September 19, 2017 ERPC meeting Willis Towers Watson made a full presentation of the valuation results, including the rationale for the recommendation to file the January 1, 2017 report. M. Frazer added that filing will provide for stable contributions over the next three years and provide certainty as the University awaits the impact of new pension rules expected later this year. The increase in special payments is relatively small and will be partially offset by a reduction in the Pension Benefits Guaranteed Fund fee. M. Frazer reported that if the new funding rules are favourable, a subsequent valuation may be filed and the solvency special payments can cease.

M. Frazer said that the administration is recommending, for the reasons highlighted in the materials, that the report be filed and that the ERPC has approved bringing forward this recommendation to the Board.

At the September 19, 2017 meeting the ERPC also received the 2016/17 Annual Pension Report. Through the Annual Report and regular reporting to ERPC throughout the year the ERPC oversees the functions it has delegated to others and confirms that the performance standards set out in its Terms of Reference have been met.

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

BE IT AND IT IS HEREBY RESOLVED:

***THAT the report on the Actuarial Valuations for the Ryerson Retirement Pension Plan (RRPP) as at January 1, 2017 be approved and filed with the regulatory authorities by September 30, 2017.***

7.1.2 Appointment of the Actuary for the Ryerson Retirement Pension Plan

BE IT AND IT IS HEREBY RESOLVED:

***THAT Willis Towers Watson approved for retention as actuary for the Ryerson Retirement Pension Plan (RRPP) for the calendar year 2018.***

7.2 Ryerson University Lifeline Syria Challenge

J. McKee introduced K. Paul, Senior Project Coordinator of the Ryerson University Life Line Syria Challenge who spoke of the genesis of the initiative, the goals set by the sponsorship teams, the number of Syrian refugees helped, and the experiential learning opportunities given to the students.

M. Lachemi mentioned the Fall Convocations and that Helen Vari and Frank Iacobucci would be receiving Honorary Doctorates.

**8. CONSENT AGENDA**

8.1 Approval of the June 29, 2017 Minutes

**9. FOR INFORMATION**

9.1 Alumni Election to the Board 2017 Results

9.2 Ryerson Communications Report

9.3 Senate Meeting Dates 2017-18

9.4 Ryerson University Common Abbreviations

**10. TERMINATION**

# **RYERSON COMMUNICATIONS REPORT**

*A sampling of appearances in the media by members of the Ryerson community for the November 2017 meeting of the Ryerson Board of Governors.*

## **SRC excellence**

**Janice Neil**, Chair, School of Journalism, wrote a piece on the topic of the National's four news anchors that appeared in the National Post, the Toronto Star, and the Conversation.

**Imogen Coe**, Dean, Faculty of Science, contributed a piece to the Globe and Mail on putting an end to 'manels'. She was featured in a CBC News story on the Canada 150 Women book.

Techvibes reported that Ryerson released a report on boosting diversity in STEM disciplines.

News 1130 and Global News spoke with **Colleen Carney**, Sleep and Depression Laboratory, about Daylight Savings Time as an opportunity to check our sleeping habits. She was quoted in New York Magazine about reasons some people never outgrow their fear of the dark and in Zimbabwe Daily about sleeping apart to save a relationship.

**Steven Murphy**, Dean, Ted Rogers School of Management, contributed a piece to the Globe and Mail on bridging the gender gap by engaging men.

**Marie Bountrogianni**, dean, The Chang School, contributed a piece to Huffington Post Canada urging millennials to join non-profit boards.

**Anatoliy Gruzd**, Social Media Lab, spoke to Global News, the Toronto Star, and the National Observer about Facebook introducing a guide to fight fake news and election hacks.

**Ann Cavoukian**, Privacy by Design Centre of Excellence at Ryerson, spoke to AM640 about Google's technology hub in Toronto. She spoke with CTV News about sports leagues possibly using facial recognition technology at arenas.

**Ann Cavoukian**, Privacy by Design Centre of Excellence, appeared on TVO's The Agenda with Steve Paikin discussing Toronto's waterfront development by Sidewalk Labs.

**Sean Mullin**, Brookfield Institute for Innovation + Entrepreneurship, spoke to CBC News about a new tech-focused neighbourhood on Toronto waterfront. He was also quoted on the topic in the Toronto Sun, CBC Radio's Metro Morning, and CBC Toronto. He also spoke to the Canadian Press about retail jobs being put at risk by self-service technology. The item was picked up by 40 news sites.

A CBC News Network discussion featured **Pamela Palmater**, chair, Indigenous Governance, Faculty of Arts, on the federal government's expanded parental leave benefit. She spoke to the Toronto Star about the lack of plan to create a civilian body to investigate missing and murdered Indigenous women. She also contributed a piece to Lawyer's Daily regarding a public inquiry about sexualized violence in the policing and corrections system.

Betakit spoke with **Sean Wise**, TRSM, about the science behind startups.

Distinguished visiting professor **Peggy Nash** contributed a piece to the Globe and Mail on sexual harassment legislation, and a piece to the Toronto Star on why institutions are failing women.

**David Lewis**, TRSM, spoke to Global Toronto about the Sears liquidation.

Urban Toronto reported on a panel on the shifting retail industry moderated by **Tony Hernandez**, Eaton Chair in Retailing at the Centre for the Study of Commercial Activity.

**Frederic Dimanche**, Ted Rogers School of Hospitality and Tourism Management, spoke with CityTV News about TripAdvisor warning travelers about theft and assaults at hotels.

**Joe Nasr**, Centre for Studies in Food Security, was quoted in a Globe and Mail article on how to feed a hungry city.

**Mike Cotton**, director, Zone Sports + Media at Ryerson Futures, spoke with CBC News about sports tech companies ensuring fans are entertained.

**Hayden King**, Centre for Indigenous Governance, spoke to the Globe and Mail about Indigenous ideals at universities.

**Patrice Dutil**, Politics and Public Administration, appeared on TVO's The Agenda with Steve Paikin discussing Quebec's place in Canada.

The Torontoist quoted Pamela Robinson, Urban and Regional Planning, on the topic of Sidewalk Labs and smart cities.

**Mitchell Kosny**, Urban and Regional Planning, spoke with CBC Radio's Metro Morning and CBC News about Mayor Tory's campaign promises.

Distinguished Visiting Professor **Tony Bates** spoke to AM640 about online learning education.

**Michael McGregor**, Politics and Public Administration, spoke with CBC News about Calgary Mayor Naheed Nenshi's re-election.

**Murtaza Haider**, TRSM, spoke with Breakfast Television about the ongoing debate about buses versus streetcars, and to the Toronto Star about the next generation of clean trains in Ontario.

**Ramona Pringle**, RTA, spoke with CBC News about artificial intelligence.

**Sam Jeffers**, Ryerson Leadership Lab, spoke with CTV News and CBC Radio about political advertising on social media.

**Sam Jeffers**, Visiting Global Fellow at the Ryerson Leadership Lab, contributed a piece to the Toronto Star on the topic of Facebook and democracy.

Former Obama staffer **Sarada Peri**, visiting global fellow at the Ryerson Leadership Lab, appeared on TVO's The Agenda with Steve Paikin. She also spoke with Chatelaine, Hill News, CTV News, Toronto Star, CBC Radio's Metro Morning, and CBC News.

CBC News featured a Ryerson pilot project led by **Shelagh McCartney**, Urban and Regional Planning, helping Northern Ontario First Nation residents design their own homes.

CityTV News spoke with **Lisa Taylor**, Journalism, about Toronto Police launching a self-produced news show on YouTube.

Citytv spoke with **James Turk**, Centre for Free Expression, on free speech rallies at City Hall.

**David Hutton**, Centre for Free Expression, spoke to CBC News about Canada's whistleblower legislation.

**Maurice Mazerolle**, TRSM, spoke to the Toronto Star about the vote to end Ontario's college strike. The item was picked up by seven other news sites.

**Steve Tissenbaum**, TRSM, spoke to CBC News and CBC Radio's Metro Morning about scalpers and ticket bots.

**Cathy Crowe**, distinguished visiting practitioner, Faculty of Arts, spoke with Toronto Star about the city offering new respite centres to help homeless people this winter.

**Myer Siemiatycki**, Politics and Public Administration, spoke with the Toronto Star about the persistent income gap impacting recent immigrants, visible minorities, and Indigenous Canadians. A similar item appeared in the Waterloo Region Record. He also spoke to CBC Radio one about term limits for city council.

**Anthony Bonato**, Department of Mathematics, contributed a piece to the Conversation on the topic of gender parity and queer awareness in mathematics.

**Deborah de Lange**, Ted Rogers School of Business Management, spoke to CTV News about Canada's climate change commitments.

**Neil Thomlinson**, Politics and Public Administration, spoke with Newstalk 1010 Toronto about the 20-year anniversary of the amalgamation of Toronto.

**Chris MacDonald**, TRSM, contributed a piece to Canadian Business on the topic of the Twitter employee who took down Trump's account.

The Toronto Star quoted **Nick Bellissimo**, Nutrition Discovery Labs, on skipping breakfast versus eating sugary foods.

**Hong Yu**, director, Ted Rogers School of Retail Management, spoke to the Financial Post about the future of department stores in Canada. The item also ran in nine other newspapers.

**Aziz Guergachi**, Advanced System Modelling lab, spoke with GlobeAdvisor about Canada's chance at aerospace greatness.

## ***Student engagement***

The Globe and Mail featured TRSM student **Ryan Ing**, who landed his dream job at IBM Canada. The article quoted Dean **Steven Murphy**.

Urban Toronto reported on the Department of Architectural Science's lecture series and a talk by Brad Cloepfil, architect, educator, and principal of Allied Works Architecture.

CBC Radio's Metro Morning reported on Ryerson's campus food bank to support students. CBC News reported on funding for the food bank.

Betakit featured alumni and entrepreneurs **Chris Nguyen and Lee Liu** of LogDNA.

CP24 reported on the OUA soccer playoffs, where the Ryerson Rams won the bronze medal.

Metro Toronto featured Film student **Victoria Anderson-Gardner**, an Indigenous activist who is making a documentary about youth experiences from Standing Rock and other resistance movements.

The Globe and Mail featured Sport Media student and Rams player **Ailish Forfar**.

The Toronto Star reported that Ryerson Fashion student **Jacqueline Au** was awarded the Barbara Turnbull Award.

CBC News reported that Lakehead University joins Ryerson and the Meal Exchange in a pilot project examining food insecurity among post-secondary students.

Talent Egg quoted Chang School student **Derek Eng** on the topic of privacy professionals by design and the school's new certificate in Privacy, Access, and information Management.

The Toronto Star reported that the province would fund a health study examining air pollution effects in Sarnia, following a joint investigation by the Ryerson School of Journalism and Toronto Star. Similar coverage appeared on 10 other news sites.

## ***Innovation***

NOW Toronto featured the Social Ventures Zone at Ryerson.

In an article on universities launching free online courses, Quartz featured Ryerson's course on Digital Accessibility as a Business Practice.

Business News Network spoke with **Abdullah Snobar**, Digital Media Zone, about the DMZ opening a New York office.

CBC's Dragon's Den featured HelpWear, a 24/7 heart monitoring system, highlighting the collaboration with Ryerson and St. Michael's Hospital.

Energy Central reported on Toronto Hydro's new pole-mounted energy storage system developed by Ryerson University's Centre for Urban Energy using eCAMION technology.

Betakit featured the not-for-profit Magnet tool, co-founded by Ryerson in partnership with the Ontario Chamber of Commerce.

## ***Community engagement and city-building***

Global News reported on a study by the Ryerson City Building Institute that found that housing in Toronto neighbourhoods may not be able to sustain an aging millennial population. Similar coverage appeared on CBC News and the Business News Network. CBI executive director **Cherise Burda** spoke to the Toronto Star about the findings; research and policy manager **Graham Haines** was quoted in the Globe and Mail.

**Graham Haines**, research and policy manager, Ryerson City Building Institute, spoke to the Toronto Star about young Canadians opting to rent instead of buying homes. The Canadian Press story was picked up by over 60 print and online sites.

**Claire Nelischer**, City Building Institute, spoke to the CBC News Network about the Toronto transit pilot project.

**Cherise Burda** also spoke to the Toronto Star about a report that found the Scarborough subway isn't a worthwhile expenditure.

The Globe and Mail quoted **Frank Clayton** and **Diana Petramala**, Centre for Urban Policy and Land Development, on the topic of housing affordability in Toronto and Vancouver.

Metro Toronto reported on the new Student Diversity Self-ID survey, quoting **Tamar Myers**, Office of Equity, Diversity and Inclusion.

The Calgary Herald, Interiors & Sources, and CBC Radio reported that the Frank Lloyd Wright Revival Initiative had selected a team of professors from Ryerson, quoting team leader **Yew-Thong Leong**, Architecture. Building Magazine, Architectural Digest, and Canadian Architect also reported on the team tasked with redeveloping the Frank Lloyd Wright pavilion in Banff.

Daily Commercial News featured the Ryerson Institute for Infrastructure Innovation; quoting executive director **Ashley De Souza**

TVO Kids reported on young entrepreneurs taking part in the ShareON Design Jam at Ryerson.

University Affairs featured the Ryerson City Building Institute, quoting executive director **Cherise Burda**, in an article on universities helping shape city development.

Daily Commercial News featured the continuing work at 44 Gerrard St. for the Centre for Urban Innovation.

**Tracey King**, aboriginal hiring consultant, spoke to the Toronto Star about a plan for an Indigenous office at Toronto City Hall.

WHERE featured The Faraway Nearby: Photographs of Canada from the New York Times Photo Archive at the Ryerson Image Centre.

Graphic Arts Magazine reported on the Graphic Arts Day at Ryerson where Graphic Communications Management students and faculty shared their latest research findings on various topics and specific industry sectors.

Citytv's Breakfast Television and CTV News Toronto reported on the installation of Sam the Record Man sign.

Daily Commercial News featured construction progress at the Daphne Cockwell Health Sciences Complex at Ryerson.

Betakit reported that "programs like Ryerson's Biomedical Zone (BMZ) help fledgling medical technology entrepreneurs get their companies off the ground..."

The Globe and Mail reported on a new Ryerson-backed initiative called Innovate Inclusion that is conducting an audit of gender and ethnic diversity in Ontario's tech startup incubators.

Blog TO mentioned Ryerson's Student Learning Centre, Ryerson Library/Podium Building, and Kerr Hall in a piece on Toronto's university buildings.

In a throwback piece, the Toronto Star featured an image of Nelson Mandela and his wife Graca Machel receiving honorary doctorates at Ryerson in November 2001.

*Prepared by Marketing and Communications*



Date November 9, 2017

To: Ryerson University Election Procedures Committee  
Julia Shin Doi, Chair  
Michelle Chaisson, Secretary  
Joseph Zboralski, Staff Representative  
Susanne Nyaga, RSU Representative  
Arezoo Najibzadeh, CESAR Representative

From: Catherine Redmond, Returning Officer

Re: **RSU Equity Centre Referendum 2017**

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**RSU Equity Centre Referendum 2017 passed.  
YES votes met the 50% +1 threshold to determine the outcome of the referendum.**

## **SUMMARY**

On September 28, 2017 the Board of Governors of Ryerson University approved the holding of a referendum among full-time program students to seek approval for the creation of a fee to be split evenly to fund the operations of the Sexual Assault Survivor Support Line and the Good Food Centre.

Voting for the **RSU Equity Centre Referendum 2017** was conducted over four days, November 6-9, 2017. Of the 39,298 eligible voters 4440 cast a ballot: 3338 were marked YES and 1058 were marked NO (44 voters declined to indicate a preference).

**RSU Equity Centre Referendum 2017** has determined that sufficient number of students enrolled in full-time programs are agreeable to the creation of a fee of \$5.00 per semester, applicable in the fall and winter terms, for a total fee of \$10.00 per academic year, starting in September 2018. This fee is to be paid by all students enrolled in full-time programs and split evenly to fund the operations of the RSU's Sexual Assault Survivor Support Line and the Good Food Centre. The compulsory fee is to be adjusted for inflation annually, referenced to the Toronto Consumer Price Index.

## TABULATION OF VOTES

| VOTING RESULTS     |        |
|--------------------|--------|
| Eligible voters    | 39,298 |
| Ballots submitted  | 4440   |
| YES votes          | 3338   |
| NO votes           | 1058   |
| Votes cast         | 4396   |
| Declined to vote   | 44     |
| Participation rate | 11.3%  |

## INFORMATION PUBLISHED IN THE RSU EQUITY CENTRE REFERNDUM 2017

### BACKGROUND

Founded in 2011, the RSU's Sexual Assault Survivor Support Line (SASSL) operates as a Ryerson-specific peer-to-peer support service for Ryerson students who have been impacted by sexual violence. The Good Food Centre (GFC) has operated at Ryerson since 1992 and was the first campus food bank in Canada to use a Community Food Centre model that supplies safe and nutritious food to students, while also educating the Ryerson community on food insecurity challenges facing students.

### PROPOSAL

The Ryerson Election Procedures Committee will hold a referendum amongst full-time Ryerson students to seek approval for the creation of a fee of \$5.00 per semester, applicable in the fall and winter terms, for a total fee of \$10.00 per academic year, starting in September 2018. This fee is to be paid by all students enrolled in full-time programs and split evenly to fund the operations of the RSU's Sexual Assault Survivor Support Line and the Good Food Centre. The compulsory fee is to be adjusted for inflation annually, referenced to the Toronto Consumer Price Index.

### QUESTION

**Do you agree to the creation of a \$5.00 per semester fee, applicable in the fall and winter terms, to be paid by all students enrolled in full-time degree programs, to be split evenly to fund the Sexual Assault Survivor Support Line and the Good Food Centre, starting in September 2018 and increased annually for inflation referenced to the Toronto Consumer Price Index?**