



# **BOARD OF GOVERNORS**

**September 20, 2019**

Jorgenson Hall – JOR 1410

380 Victoria Street

**10:30 a.m. to 1:00 p.m.**

<b>Time</b>	<b>Item</b>	<b>Presenter/s</b>	<b>Action</b>	<b>Page</b>
<b>10:30</b>	<b>1. IN-CAMERA DISCUSSION (Board Members Only)</b>	Mitch Frazer	Information	
	<b>2. IN-CAMERA DISCUSSION (Executive Group Invited)</b>			
	<b>3. REPORT FROM THE PRESIDENT</b>	Mohamed Lachemi	Information	
	3.1 Strategic Discussion			
<b>11:00</b>	<b>4. REPORT FROM THE VICE PRESIDENT ADMINISTRATION AND OPERATIONS</b>	Deborah Brown	Information	
	4.1 Ryerson Builds – Project Status Reports			<b>6-33</b>
	4.2 Ryerson Security Model			<b>34-53</b>
	<b>5. REPORT FROM THE CHAIR OF THE FINANCE COMMITTEE</b>	Mitch Frazer	Information	
	<b>6. REPORT FROM THE CHAIR OF THE EXECUTIVE COMMITTEE</b>	Tony Staffieri	Information	
<b>11:30</b>	<b>7. REPORT FROM THE VICE PRESIDENT UNIVERSITY ADVANCEMENT AND ALUMNI RELATIONS</b>	Ian Mishkel	Information	<b>54-72</b>
	7.1 Campus Master Plan Update	Deborah Brown	Information	<b>73-84</b>
<b>END OF IN-CAMERA SESSION</b>				
	<b>8. INTRODUCTION</b>			
	8.1 Chair's Remarks	Mitch Frazer	Information	
	8.2 Approval of the September 20, 2019 Agenda	Mitch Frazer	<b>Approval</b>	
<b>12:00</b>	<b>9. REPORT FROM THE PRESIDENT</b>	Mohamed Lachemi	Information	<b>85-90</b>

<b>10.</b>	<b>REPORT FROM THE SECRETARY</b>	Julia Shin Doi	Information	<b>91-93</b>
10.1	Annual Board and Committee Assessment Executive Summary 2018-19		Information	<b>94-95</b>
<b>12:30 11.</b>	<b>REPORT FROM THE PROVOST AND VICE PRESIDENT ACADEMIC</b>	Michael Benarroch	Information	<b>96-99</b>
11.1	The Academic Year Ahead		Information	<b>100-113</b>
11.2	Law School	Michael Benarroch Glenn Craney	Information	
11.3	Senior Leadership Appointments		Information	<b>114-115</b>
<b>12:45 12.</b>	<b>DISCUSSION ITEMS</b>			
12.1	<b>REPORT FROM THE CHAIR OF THE EMPLOYEE RELATIONS AND PENSION COMMITTEE</b>	Mitch Frazer	Information	
12.1.1	Ryerson Retirement Pension Plan Valuation Report December 31, 2018	Christina Sass-Kortsak	<b>Approval</b>	<b>116-134</b>
12.1.2	Appointment of the Actuary for the Ryerson Retirement Pension Plan	Christina Sass-Kortsak	<b>Approval</b>	<b>135-136</b>
12.1.3	Appointment of the Third-Party Administrator of the Ryerson Retirement Pension Plan	Christina Sass-Kortsak	<b>Approval</b>	<b>137-139</b>
<b>13.</b>	<b>CONSENT AGENDA</b>			
13.1	Approval of the June 27, 2019 Minutes	Mitch Frazer	<b>Approval</b>	<b>140-146</b>
<b>14.</b>	<b>FOR INFORMATION</b>			
14.1	University Relations Monthly Metrics and Reach	Jennifer Grass	Information	<b>147-150</b>
14.2	Board of Governors 2019 Alumni Election Results Report	Julia Shin Doi	Information	<b>151-155</b>
14.3	Senate Meetings Schedule 2019-20	Michael Benarroch	Information	<b>156</b>
14.4	Ryerson University Common Abbreviations	Julia Shin Doi	Information	<b>157-164</b>
<b>1:00 15.</b>	<b>TERMINATION</b>			
	<b>NEXT MEETING OF THE BOARD – November 28, 2019</b>			

## **MISSION STATEMENT**

The special mission of Ryerson University is the advancement of applied knowledge and research to address societal need, and the provision of programs of study that provide a balance between theory and application and that prepare students for careers in professional and quasi-professional fields.

As a leading centre for applied education, Ryerson is recognized for the excellence of its teaching, the relevance of its curriculum, the success of its students in achieving their academic and career objectives, the quality of its scholarship, research and creative activity, and its commitment to accessibility, lifelong learning, and involvement in the broader community.

By-Law No. 1 Being the General By-Laws of Ryerson University

**ARTICLE 9**

**CONFIDENTIALITY AT BOARD MEETINGS HELD IN CAMERA**

“Attendees are reminded that discussions entered into and the decisions made during this *in camera* session are carried out in confidence and are not to be repeated or discussed outside the room in which the Board is meeting except with others who are in attendance at this *in camera* session and who agree to abide by these conditions or as otherwise provided in these conditions.

Any written material provided for this *in camera* session will be retained in confidence afterwards, or at my discretion be required to be returned to the Secretary at the end of the meeting.

Decisions reached during this *in camera* session which are to be announced after the meeting will be made public by the Chair or such other individual as is designated by the Chair, by official announcement or press release only and such publication does not free members of the obligation to hold in confidence the discussions which took place in this *in camera* session or the material involved.

Any person present who does not agree to abide by these conditions is asked to leave the meeting room at this time. The continued presence of a member or others in the room during the discussion at this *in camera* session shall indicate acceptance of these conditions.”



**BOARD OF GOVERNORS MEETING  
DRAFT RESOLUTIONS  
September 20, 2019**

**8.2 Approval of the September 20, 2019 Agenda**

BE IT AND IT IS HEREBY RESOLVED:

THAT the September 20, 2019 agenda be approved as presented.

**12.1.1. RYERSON RETIREMENT PENSION PLAN VALUATION REPORT DECEMBER 31, 2018**

BE IT AND IT IS HEREBY RESOLVED:

THAT the report on the Actuarial Valuations for the Ryerson Retirement Pension Plan as at December 31, 2018 not be filed with the regulatory authorities at this time.

**12.1.2 APPOINTMENT OF ACTUARY FOR THE RYERSON RETIREMENT PENSION PLAN**

BE IT AND IT IS HEREBY RESOLVED:

THAT Willis Towers Watson be retained as the Actuary for the Ryerson Retirement Pension Plan for the calendar year 2020.

**12.1.3 APPOINTMENT OF THE THIRD-PARTY ADMINISTRATOR OF THE RYERSON RETIREMENT PENSION PLAN**

BE IT AND IT IS HEREBY RESOLVED:

THAT the appointment of Willis Towers Watson as the third-party administrator for the Ryerson Retirement Pension Plan effective April 1, 2020 be approved as presented.

**13.1 Approval of the June 27, 2018 Minutes**

BE IT AND IT IS HEREBY RESOLVED:

THAT the June 27, 2019 minutes be approved as presented.

**Ryerson University**  
**President's Update to the Board of Governors**  
**September 20, 2019**

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**BOARD GREETINGS** – I am pleased to welcome new and returning members of the University Board of Governors to the 2019-20 academic session and to offer best wishes for a great year.

**APPOINTMENTS**

*Kwame Addo* has been appointed Ombudsperson effective June 3, 2019. He joins Ryerson from the Office of the Ombudsman for the City of Toronto, where for ten years, he was director of investigations. Prior to this, he was the city's interim ombudsman, an investigator for Ombudsman Ontario, a senior claims officer for the Ministry of Transportation, and a claims adjuster in the private sector. Kwame holds a BSc from the University of Guelph and a human resources management certificate from the University of Toronto. In his new role at Ryerson, he will work to address students' conflicts and resolve their concerns both independently and in collaboration with the Office of the Vice-Provost, Students.

*Pedro Barata* has been appointed executive director of the Future Skills Centre effective September 1, 2019. He joins Ryerson from the United Way, where he was senior vice-president of community impact and strategy for Greater Toronto. There, he led the communications and engagement strategy and oversaw a new research and policy agenda that addressed a growing skills gap. Pedro holds a BA from York University and an MSc from the University of Toronto. At Ryerson, he will report to Vice-President, Research and Innovation Steven Liss, and he will work with project partners The Conference Board of Canada and Blueprint to help Canadian workers thrive in a rapidly changing economy.

**HONORARY DOCTORATES**

Sincere thanks to everyone involved in honorary doctorate nominations, and to the Awards and Ceremonials Committee for its work. This fall, we will be honouring:

*Maryka Omatsu* – former lawyer practicing human rights, environmental, and criminal law; lecturer at Ryerson and in China and Japan; activist and author of *Bittersweet Passage: Redress and the Japanese Canadian Experience*; appointed to the Ontario Court of Justice in 1993 as the first woman judge of East Asian descent in Canada; Doctor of Laws

*Sajjad Ebrahim* – entrepreneur in plastics with Par-Pak in Toronto; chairman and CEO of Lark Investments; president of the Canadian Jaffari Muslim Foundation (CJMF); philanthropist who has made multi-million dollar investments in health care, education, and child welfare; Doctor of Laws

**PRESIDENT'S ENTRANCE SCHOLARSHIPS**

Ryerson applicants with demonstrated exceptional academic accomplishments, leadership qualities, creativity, and independent thought are eligible for renewable scholarships valued at \$10,000 per year.

Both national and international (\*) scholarships are awarded. We are proud to welcome the 2019-20 recipients:

*Faculty of Arts* – Aziza Agasee, Arts undeclared; Hameem Khan, Politics and Governance\*

*Faculty of Communications & Design* – Daniela Fava, RTA – Media Production; Thao Ha – Professional Communication\*

*Faculty of Community Services* – Janine Lee, Nursing; Maria Cristina Namuche Moya, Nursing

*Faculty of Engineering and Architectural Science* – Zahra Saeed, Biomedical Engineering; Vanessa Van Decker, Mechanical Engineering

*Faculty of Science* – Alyssa Krogh, Chemistry; Thao Nguyen Pham, Biomedical Science

*Ted Rogers School of Management* – Sylvia Gehring, Accounting and Finance; Ikbal Zeynep Eren, Business Management\*

## CONGRATULATIONS

In Lima, Peru, *AJ Assadian*, a third-year Ryerson student in Urban & Regional Planning, won Canada's first-ever Pan American Games medal in taekwondo's poomsae discipline, with a bronze. He was also part of the Canadian team that won silver in Mixed Team Poomsae Freestyle.

*Kyle Edwards* (School of Journalism '17), staff writer at Maclean's, received the Emerging Indigenous Journalist Award at the Canadian Association of Journalists (CAJ) awards gala in Winnipeg. The award, co-sponsored by Journalists for Human Rights and CAJ, recognizes Edwards' portfolio of work throughout 2018, during which he focused on First Nations issues.

*Miranda Kirby*, assistant professor of Physics, has been announced as a Tier 2 Canada Research Chair (CRC) in Quantitative Imaging. Professor *Roberto Botelho*, Department of Chemistry and Biology, has been renewed as a Tier 2 CRC in Biomedical Sciences, and *Julia Spaniol*, professor of Psychology, has been renewed as a Tier 2 CRC in Cognitive Aging.

*Fengfeng (Jeff) Xi*, professor of Aerospace Engineering, has been awarded the NSERC/Bombardier Industrial Research Chair (IRC) in Advanced Interiors and Systems. The IRC's objective is to lead a research program into innovative ways of achieving passenger comfort in aircraft cabin interiors at the Toronto Downsview Aerospace Innovation and Research hub.

*AccessNow*, the accessibility app founded by *Maayan Ziv* (RTA '12, MDM '15) has received \$2.7 million in funding from the federal Accessible Technology Program. In announcing the funding, The Honourable Carla Qualtrough, minister of Public Services and Procurement and Accessibility, declared an intention to "enable AccessNow to directly address systemic barriers to engaging in the digital economy."

## EVENTS

**NATIONAL INDIGENOUS PEOPLES DAY** – On June 21, the Ryerson community marked National Indigenous Peoples Day, celebrating the cultures and contributions of First Nations, Inuit, and Métis peoples. Ryerson Aboriginal Student Services partnered with Aboriginal Initiatives, the Learning and Teaching Office, and Student Affairs to host and organize events including a panel discussion about

treaties; screenings of short films by Indigenous women; a pop-up gallery of Indigenous designs, paintings, and books; and an interactive “makerspace” art college project.

**CHANG SCHOOL VOLUNTEER AWARDS** – On Jun 25, the 2019 G. Raymond Chang Outstanding Volunteer Awards were given out to 48 volunteers who have served Ryerson in roles such as mentors, advisors, coaches, guest teachers and lecturers, ambassadors, and alumni representatives. Recipients were recognized for their significant contributions to specific academic units, non-academic units, or the university at large. The awards were named after Ryerson’s third chancellor, the late Raymond Chang; in attendance at the ceremony were his wife, Donette Chin-Loy Chang, and his son, Andrew.

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

*Jun 20, 2019:* I updated Rachel Wernick, senior assistant deputy minister to the Honourable Patricia Hajdu, minister of Employment, Workforce Development and Labour, on the progress of the Future Skills Centre. On June 25, we held a follow-up meeting.

*Jun 20, 2019:* Along with Assistant Vice-President, International Anver Saloojee, I met with Ebad Rahman, lawyer at Torys LLP, as well as leaders of the Rohingya community in Ontario, to discuss educational materials and programming that Ryerson can offer the community.

*Jun 20, 2019:* Along with Vice-President, Administration and Operations Deborah Brown and Vice-President, University Advancement and Alumni Relations Ian Mishkel, I met with Robert Hiscox, managing director of the real estate fund Constantine Enterprises, to update him on Ryerson’s Master Plan.

*Jun 21, 2019:* I attended the Canadian-Muslim Vote organization’s Eid dinner in North York, at which remarks were given by Prime Minister Justin Trudeau, NDP leader Jasmeet Singh, Conservative Party deputy leader Lisa Raitt, and Toronto Mayor John Tory.

*Jun 24, 2019:* Along with Board Chair Mitch Frazer, General Counsel and Secretary to the Board Julia Shin Doi, and Anver Saloojee, I met with members of the Law Society, including CEO Diana Miles, to discuss how Ryerson can work with the Society on fostering innovation in the law profession.

*Jun 24, 2019:* I met with Mohamad Fakhri (Honorary Doctor of Laws ’18), CEO and president of Paramount Fine Foods, to discuss recent developments at Ryerson.

*Jun 24, 2019:* Along with Anver Saloojee, I met with two representatives of IC-IMPACTS (the India-Canada Centre for Innovative Multidisciplinary Partnerships to Accelerate Community Transformation and Sustainability): CEO and Scientific Director Nemy Banthia and board member Arvind Gupta. We discussed the possibility of Ryerson’s playing a role in the IC-IMPACTS network.

*Jun 25, 2019:* I met with Iain Stewart, president of the National Research Centre (NRC), who updated me on progress being made by NRC.

*Jun 25, 2019:* I was pleased to present the Chang School’s Outstanding Volunteer Awards and to deliver remarks thanking recipients for their exceptional contributions to Ryerson.

*Jun 26, 2019:* I met with Ori Rotstein, vice-president of research and innovation at St. Michael’s Hospital, to discuss strengthening the collaboration between our institutions.

*Jun 27, 2019:* I delivered welcoming remarks to student service professionals, advisors, and faculty members at the third annual Ontario First-Year Engineering Experience (OFYEE) symposium, which Ryerson hosted.



- Jun 27, 2019:* Along with Deborah Brown and Ian Mishkel, I met with LEA Consulting's HR director, Annie Kee, and their president, Ryerson alumnus Terry Wallace, to discuss alumni engagement.
- Jun 28, 2019:* I met with Dany Assaf (partner, Torys LLP) and Blake Hutcheson (president and chief pension officer, Ontario Municipal Employees Retirement System) to discuss potential partnership with Ryerson on infrastructure finance.
- Jul 9, 2019:* As chair of the government and community relations committee at the Council of Ontario Universities (COU), I met with David Lindsay, president and CEO of the COU, to discuss advocacy for universities.
- Jul 9, 2019:* Along with Ian Mishkel, I met with Tony Staffieri, Ryerson Board vice-chair and Rogers vice-chair and CFO, as well as Ryerson Board member Jack Cockwell, to discuss Ryerson's Master Plan.
- Jul 10, 2019:* At a breakfast meeting with Brampton stakeholders, including Mayor Patrick Brown and members of city council, I gave remarks updating them on Ryerson's ongoing collaboration with the city of Brampton.
- Jul 10, 2019:* I met with Paul Davidson, president of Universities Canada, for an update on the organization's strategies and Ryerson's ongoing contribution.
- Jul 11, 2019:* In my role as chair of the education division within the United Way cabinet, I visited Humber College to meet with its president, Chris Whitaker, and discuss this year's campaign.
- Jul 12, 2019:* I met with Bradley Fedosoff, Ryerson alumnus and senior vice-president of enterprise architecture & data management governance at CIBC, to discuss alumni engagement.
- Jul 12, 2019:* I made an introductory visit to textile innovators Myant Inc., who are partnering with the Faculty of Communication and Design on the Textile Computing Lab, to discuss opportunities for further collaboration.
- Jul 15, 2019:* I hosted a breakfast meeting of GTA university presidents, which was attended by my colleagues from OCAD University (Sara Diamond), the University of Toronto (Meric Gertler), and York University (Rhonda Lenton). Together, we spoke with two representatives of the City of Toronto—City Manager Chris Murray and Director of the Partnership Office Manjit Jheeta—about collaboration with the post-secondary sector.
- Jul 16, 2019:* I met with Amer Hashmi, president of Global Think Tank Network (GTTN) at the National University of Sciences & Technology (NUST) in Islamabad, Pakistan, to discuss recruiting students from Pakistan.
- Jul 17, 2019:* I had an introductory phone conversation with the new minister of Training, Colleges and Universities, Ross Romano.
- Jul 17, 2019:* I hosted the Honourable Michael A. Tibollo, associate minister for Mental Health & Addictions for the Province of Ontario, to discuss Ryerson's contributions to mental health support.
- Jul 17, 2019:* At York University, I met with President and Vice-Chancellor Rhonda Lenton to discuss the United Way campaign.
- Jul 18, 2019:* I met with Tariq Fancy, founder of the non-profit digital learning startup The Rumie Initiative, which was incubated by the DMZ, to discuss new initiatives in the innovation ecosystem.
- Jul 22, 2019:* I met with Anne Sado, president of George Brown College, to discuss the United Way campaign.
- Jul 22, 2019:* I met with the Economic Club of Canada's president, Darius Sookram, and CEO, Rhiannon Rosalind, to discuss the ongoing collaboration between Ryerson and the club.
- Jul 22, 2019:* Over dinner, I met with the Honourable Mr. Justice Michael Tulloch (Honorary Doctor of Laws, '18) of the Ontario Court of Appeal to discuss recent developments with Ryerson's law school.

- Jul 23, 2019:* I met with David Agnew, president of Seneca College, to discuss the United Way Campaign.
- Jul 24, 2019:* I was happy to give remarks welcoming this year's cohort of students participating in Ryerson's Shad summer program and encouraging them as future innovators and leaders.
- Jul 25, 2019:* I visited Algoma University's campus in Sault Ste Marie to discuss potential collaboration between our universities.
- Jul 26, 2019:* At the University of Toronto, I attended A National Mini-Conference – The Government of the Northwest Territories, about the future of the Arctic. The moderator was former premier of Quebec, Jean Charest, and the keynote speech was given by the Honourable Robert R. McLeod, premier of the Northwest Territories.
- Jul 29, 2019:* I met with Lucy Ho (founder and executive director) and Matoula Mitropoulos (director, partnerships) of Hackergal, of which I am a board member, to discuss the potential for the DMZ to host some Hackergal events.
- Jul 29, 2019:* Over dinner, I met with Rod Jones, group CEO for Navitas worldwide; Scott Jones, non-executive chair of the board for Navitas worldwide; and Brian Stevenson, president and CEO, university partnerships, Navitas North America. We discussed the potential for Ryerson to bring in international students through the pathways to university education that Navitas offers.
- Jul 30, 2019:* Along with Deborah Brown and Ian Mishkel, I met with Cadillac Fairview's president and CEO, John Sullivan, to discuss Ryerson's new Master Plan.
- Jul 31, 2019:* Along with Chancellor Janice Fukakusa, FCAD dean Charles Falzon, and Ian Mishkel, I met with representatives of Massey Hall including Interim CEO Tom MacMillan to discuss potential collaboration with the venue on programming.
- Jul 31, 2019:* I delivered welcoming remarks at a public roundtable hosted by Ryerson for the province of Ontario's digital and data strategy consultations. Avner Levin, director of Ryerson's Privacy & Cyber Crime Institute, was in attendance as a sitting member of the Minister of Government and Consumer Services' Digital and Data Task Force.
- Aug 1, 2019:* At the DMZ Sandbox, I was proud to deliver remarks closing an event at which the Honourable Carla Qualtrough, Canada's minister of Public Services and Procurement and Accessibility, announced federal funding for the app AccessNow, which was founded by Ryerson alumna Maayan Ziv.
- Aug 1, 2019:* Over lunch, I met with Mohamad Fakhri and former Mississauga mayor Hazel McCallion (Honorary Doctor of Laws '19) to discuss Ryerson's plans for the future.
- Aug 1, 2019:* I met with Mahrez Ben Belfadhel, vice-president of site selection at the Nuclear Waste Management Organization of Canada, to discuss potential collaboration with Ryerson.
- Aug 2, 2019:* Along with Glenn Craney, deputy provost and vice-provost, university planning and Jennifer Grass, vice-president, University Relations, I had an introductory meeting with Minister Romano.
- Aug 12, 2019:* Along with Deborah Brown, I participated in a teleconference with Chris Murray, city manager at the City of Toronto, to update him on the completion of the Daphne Cockwell Complex.
- Aug 13, 2019:* I attended a university and college presidents' introductory roundtable dinner with Minister Romano. Joining me were OCADU president and vice-chancellor Sara Diamond, Sheridan College president and vice-chancellor Janet Morrison, University of Toronto vice-president and provost Cheryl Regehr, and Georgian College president MaryLynn West-Moynes.
- Aug 14, 2019:* I met with photographer, filmmaker, entrepreneur, and Ryerson alumnus Edward Bortynsky, his partner Julia Johnston, and his Toronto gallerist, Nicholas Metivier, to discuss an upcoming Ryerson Image Centre initiative.

*Aug 14, 2019:* I met with Phil Verster, Metrolinx CEO and president, to discuss collaboration between the Crown agency and Ryerson.

*Aug 15, 2019:* I was pleased to host an announcement by the Honourable Kirsty Duncan, Minister of Science and Sport, and the Honourable Bill Morneau, Minister of Finance, of the institutions that will make up the pilot cohort for the Dimensions program. Dimensions aims to increase equity, diversity, and inclusion in research communities, and Ryerson is proud to be part of the cohort.

*Aug 15, 2019:* Ian Mishkel, Tony Staffieri, Jack Cockwell, and I met to continue our discussion of Ryerson's Master Plan and Vision 2030; we were joined by Edward Rogers, chair of Rogers Communications.

*Aug 15, 2019:* Along with Steven Liss, vice-president, research and innovation, I met with Raphael Hofstein, president and CEO of MaRS Innovation—now known as Toronto Innovation Acceleration Partners (TIAP)—for an update about the not-for-profit health science innovation organization, of which Ryerson is a member institution.

*Aug 16, 2019:* Steven Liss and I met with Susan Black, president and CEO of the Conference Board of Canada, and Karen Myers, president and CEO of Blueprint, for an update on the work being done by the Future Skills Centre.

*Aug 16, 2019:* Along with Jennifer Grass and Jen McMillen, vice-provost, students, I met with the student orientation team, who updated me on their preparations for the new academic year.

*Aug 16, 2019:* Minister Romano and I spoke about developments regarding Ryerson's law school.

*Aug 27, 2019:* As a member of the COU's working group on strategy and planning, I participated in a conference call with the group to discuss the council's next steps.

*Aug 28, 2019:* I was happy to represent Ryerson at former premier of Ontario Bill Davis's 90<sup>th</sup> birthday celebration.

*Aug 29-30, 2019:* In Montreal, I attended the International Conference for Sustainable Entrepreneurship (ICSE), where I spoke about entrepreneurship and innovation at Ryerson on the President Panel. Joining me was Ali Houshmand, president of Rowan University in New Jersey.

*Sep 3, 2019:* At Niagara College, I attended the federal government's announcement of a \$3 million grant from FedDev Ontario to establish the Niagara Falls-Ryerson Innovation Hub (NFRIH). Ryerson will partner with the City of Niagara Falls and Spark Niagara on the hub, for which the DMZ will supply a model and provide resources for designing programming and services.

## MEMORANDUM

To: Members of the Board of Governors

From: Julia Shin Doi, General Counsel and Secretary of the Board of Governors  
Heather Driscoll, Director, Governance

Subject: Report from the Secretary

Date: September 20, 2019

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### **1. Governance Essentials Training**

- (a) Orientation:** On September 13, 2019, the President, Chair of the Board, and Secretary of the Board met with new Board members for an orientation session. The President spoke about the university's core business, and the Chair and Secretary gave an overview of what new Board members may expect in the coming year. All orientation materials are available on Diligent in the Resource Centre.
- (b) Pension Literacy:** On September 16, 2019, the Board Secretariat organized a Pension Literacy training session. Thank you to Christina Sass-Kortsak, Jan Neiman, and Willis Towers Watson for conducting the training.
- (c) Upcoming Sessions:** All Board members are welcome to attend the following upcoming training sessions:
- Sexual Violence Policy - October 3, 2019 – 12:00 p.m. to 2:00 p.m.
  - Financial Literacy - Module 1 - October 10, 2019 - 11:00 a.m. to 1:00 p.m.
  - Introduction to Performance Measurement - October 17, 2019 - 12:00 p.m. to 2:00 p.m.
  - Research and Innovation - October 22, 2019 - 12:00 p.m. to 1:00 p.m.
  - Communications and Advancement - November 7, 2019 - 12:00 p.m. to 2:00 p.m.
  - Financial Literacy - Module 2 - January 16, 2020 - 12:00 p.m. to 1:30 p.m.

### **2. Board Secretariat Team**

- (a) Catherine Redmond, Governance Officer** has elected to participate in the Voluntary Retirement Program and will retire this Fall after sixteen (16) years of service in the Board Secretariat. The Board Secretariat will provide additional details about Catherine's retirement and an opportunity to thank her for her service at a later date.

## **(b) Board Secretariat Team:**

### **Leadership**

Julia Shin Doi, General Counsel, Secretary, and University Privacy Officer  
(julia.shindoi@ryerson.ca)

Jennifer MacInnis, Senior Legal Counsel and Assistant Secretary (jmacinnis@ryerson.ca)

### **Governance Support**

Heather Driscoll, Director, Governance (heather.driscoll@ryerson.ca)

Vidya Luckiram, Governance Co-ordinator (boardsecretariat@ryerson.ca)

### **Operations and Administration**

Josie Lee, Director, Administration and Operations (ejosiele@ryerson.ca)

Hannah Williams, Administrative Coordinator (hannah.williams@ryerson.ca)

## **3. Convocation Schedule – Fall 2019**

Board members are encouraged to attend convocation. A reminder to RSVP at:

<https://docs.google.com/forms/d/e/1FAIpQLSdq61PA5W27PxMap3d0KeQHL9Vb7Pe5EokyHZud8n1uHqZ0XQ/viewform>. Should a Board member RSVP, the Board Secretariat will send the Board member reminders of the dates.

## **4. Save the Date: Conference of Ontario University Board Members – June 5, 2020**

The 2019/2020 Council of Ontario Universities Conference of Ontario University Board Members is scheduled for Friday, June 5, 2020 from 8:00 a.m. to 4:30 p.m. at the DoubleTree at 108 Chestnut Street. This conference is a great opportunity to network with Board members from other Ontario universities and to discuss common issues and opportunities facing the post-secondary education sector. The conference will open with a welcome reception at the DoubleTree on the evening of Thursday, June 4, 2020 beginning at 5:30 pm. Additional details about the conference including registration will follow in the coming weeks.

## **5. Institute of Corporate Directors (ICD)**

Ryerson University offers membership to the ICD to all Board members. The ICD is a not-for-profit, member-based association promoting the effectiveness of Canadian directors and boards. For more information about the ICD, including programs offered, please visit their website:

<https://www.icd.ca/Home.aspx>

## **6. Canadian University Boards Association (CUBA)**

Ryerson University is a member of CUBA, which is a national network of Board professionals. CUBA offers resources and discussion forums for Board Chairs and Vice-Chairs, as well as Secretaries. For more information about CUBA, please visit their website: <http://www.cuba-accau.ca>

## **7. Board of Governors' Leadership Award and Medal**

The Board of Governors' Leadership Award and Medal Selection Committee will meet on September 25, 2019 to review nominations and select a winner. The award will be given out at the Fall 2019 convocation.

## **8. November Board Meeting**

The November Board meeting will be held in the new Daphne Cockwell Complex. Board members will have an opportunity to tour the new building which includes innovative academic space for Health Sciences, administrative offices, and a new student residence.



**BOARD OF GOVERNORS MEETING**  
**September 20, 2019**

**Agenda Item:** Annual Board and Committee Assessment Executive Summary 2018-19

**Strategic Objectives:**

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

**ACTION REQUIRED:** For Information

**SUMMARY:**

Annually, at the end of June, the Board Secretariat provides Board members with the opportunity to evaluate and provide feedback on the effectiveness of Board meetings and committees, as well as Board-related orientation activities and educational opportunities, communications, and resources. The Board Secretariat uses this information to monitor how it assists Board members.

Similarly to the previous year, in the results from the June, 2019 assessment, Board members' responses were very favourable.

Board members indicated that they understood their responsibilities, their advice was heard by management, and the Board Secretariat created a safe-environment to reflect and ask questions. Board members appreciated the educational sessions, such as the financial literacy sessions and mentor-ship through the Board Buddies program, and as a result Board members felt well prepared to deal with Board business. Board members also indicated that they appreciated opportunities to engage with each other, with management, and in the life of the university.

**BACKGROUND:**

Tabulation of the evaluation results are available from the Board Secretariat.

**PREPARED BY:**

Name: Julia Shin Doi, General Counsel & Secretary of the Board of Governors  
Heather Driscoll, Director, Governance

Date: September 16, 2019



**Ryerson University Board of Governors  
Provost and Vice-President Academic  
Report for meeting of September 20, 2019**

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**BOARD GREETINGS** – I am pleased to welcome new and returning members of the Board of Governors to the 2019–20 academic session. Last year was an eventful one at Ryerson, and the gains we made in obtaining and securing significant initiatives—from Cybersecure Catalyst to the Future Skills Centre—will galvanize our efforts to foster excellence throughout our growing university. Over the summer, we took important steps: the senate approved our Policy 60 Academic Integrity and Policy 166 Course Management, while the Ontario Universities Council on Quality Assurance ratified our updated Institutional Quality Assurance Process Policies. Here is an update on recent developments in other areas.

Enrolment and Admissions: Ryerson’s outreach and growing reputation continue to pay dividends, as applications and confirmations—both international and domestic—are up over last year. Already, we are looking ahead: The office of the vice-provost, students has established a new department focusing on international student enrolment, which it aims to increase to 15% of total enrolment by 2024. In addition, in an exciting development, admissions are now open to Ryerson’s law school for 2020–21. The Ontario government has made the law program OSAP-eligible, bringing its fees below those of the Osgoode and University of Toronto law schools.

New Faculty: Even in these challenging times for the post-secondary sector, our faculty is growing in numbers and in breadth. Ryerson has approved 103 tenure-stream positions for this academic year, of which 79 are already on campus. Of this group, we welcome eight members of the Indigenous community. Our new faculty members have been appointed across all programs and departments, including such cutting-edge areas as cybersecurity and machine learning. The law school has formally cross-appointed eight faculty members – four each from the Ted Rogers School of Management and Arts – all of whom will contribute to overseeing the admissions process and hiring new tenure-stream faculty.

The Office of the Vice-Provost, Students has appointed executive directors of both Athletics & Recreation and Student Affairs.

Experiential Learning: Both experiential learning and career development are being more closely integrated with the academic curriculum, to positive effect. An evaluation of FEAS’ NEXT program—a co-curricular career-readiness and leadership pilot launched last year for second-year students—found that it significantly helped develop student competency. In August 2019, TRSM hosted its inaugural Pre-Orientation Program, offering experiential-based sessions including a peer-led boot camp in Excel training. This past summer, the Bootcamp team in the TRSM Business Career Hub trained more than 2,500 participants, including undergraduates, co-op students, and industry professionals seeking skill upgrades. At the office of the vice-provost, academic, the Interpersonal Skills Teaching Centre has been rebranded to Live Actor Simulation at Ryerson (LAS@R) to showcase its increasingly successful and widespread use of professional actors to simulate work environments, both online and in-person.

Buildings and Spaces: Ryerson is proud to have opened The Daphne Cockwell Complex this summer, with 229 students making up the first-ever cohort to occupy its 19 floors set aside for residents. The Faculty of Science continues work on developing the building at 202 Jarvis Street from advancement and programming perspectives, and design plans for the law school's interim space on the fourth floor of the Podium are nearly complete. The space should be ready in good time for the arrival of new faculty and staff next summer.

## **APPOINTMENT**

*Louise Cowin* has been appointed executive director, Athletics & Recreation effective August 12, 2019. Previously, Louise was the vice-president, students at the University of British Columbia from 2011 to 2018, during which time she spent two years as the acting director of the Athletics and Recreation Department. She has also held a number of administrative and academic roles in the post-secondary sector, including as warden of Hart House at the University of Toronto and director, student services and school-university partnerships at the Ontario Institute for Studies in Education (OISE). Louise holds a PhD in educational studies from McGill University and an MSc in physical education from Dalhousie University.

*Gary Hepburn* has been appointed dean, The G. Raymond Chang School of Continuing Education effective January 1, 2020. Previously, Gary held the position of dean, Division of Extended Education at the University of Manitoba, where he led an academic unit responsible for establishing and delivering non-credit programs in professional development, English language, international, Indigenous and social impact. Notably, in 2018, he helped advance continuing education nationally as the president of the Canadian Association for University Continuing Education. In addition to his role of dean, Gary will be a professor in Ryerson's School of Creative Industries, Faculty of Communication and Design (FCAD). Gary holds a doctorate in curriculum and instruction from the University of British Columbia, with areas of teaching and scholarly interest focused on educational technology, strategic directions and emerging trends in higher education. He also earned a master's degree in education from Saint Mary's University.

## **CONGRATULATIONS**

*Natalie Alvarez*, professor of Theatre and Performance Studies in Ryerson's School of Performance, has won the Canadian Association for Theatre Research's Ann Saddlemeyer Award for Best Book, for *Immersions in Cultural Difference: Tourism, War, Performance*, which was published by University of Michigan Press in 2018.

Ryerson students *Kartik Balasundaram* (founder of Scuto), *Annie Chen* (founder of Menuless), and *Omar Said* (founder of Smart Eyes) were the three winners of the DMZ Sandbox Basecamp's university cohort competition, which also included students from the University of Toronto and Western University. Each student won \$5000 and the opportunity to become a DMZ Fellow. Fellows are provided with resources, coaching for up-and-coming entrepreneurs, and prepared for the DMZ's incubator, validator, and accelerator programs.

*LUCID*, the music therapy app founded by Ryerson graduate *Aaron Labbé* (RTA New Media '18), has won NextCanada's NextAI Top Startup award at Startupfest in Montreal, and it has been named Best Startup by the Belgian music and technology festival Wallifornia Music Tech.

*Lynn Lavallée* (School of Social Work) and *Pamela Palmater* (Department of Politics and Public Administration), both leaders in advancing Indigenous education, have become respectively the first Métis woman and the first First Nations woman to receive full professorship at Ryerson.

*Kathryn Underwood*, professor of Early Childhood Studies, has received federal funding for her Inclusive Early Childhood Service System Action Research Project. Designed to identify strategies for delivering services to children with disabilities, it is one of seven early learning and child-care innovation projects in the GTA to share nearly \$1.8 million.

## EVENTS

**HISTORICAL PHOTOGRAPHS** – On June 21, the Ryerson Image Centre announced a significant donation by art dealer Christopher Varley of 542 historical photographs. Varley, formerly a curator at the Vancouver Art Gallery, the Edmonton Art Gallery, and Gallery Stratford, has called the donation “a building block for a historical Canadian collection.” Ranging from the late 19<sup>th</sup> century to the 21<sup>st</sup>, the photographs were taken across the country from British Columbia to the Maritimes. They depict urban and rural scenes, encompass a variety of media (such as postcards and mug shots), and include the work of photographers important to the development of Canadian photography. The collection will be made available to students and researchers.

**INDIGENOUS STUDIES CONFERENCE** – From June 26 to 29, six Indigenous Ryerson students attended the NAISA (Native American and Indigenous Studies Association) conference at the University of Waikato in Hamilton, New Zealand. They were funded by the Global Indigenous Solidarity Grant, developed and led by the Yellowhead Institute, and supported by Ryerson International and the Faculty of Arts. The students joined some 2000 scholars, community-based educators, and elders from around the world, attending sessions that cut across disciplines and pertained to myriad communities and diasporas. The conference explored such topics as Indigenous sovereignty, self-determination, politics, policy development, resistance, resurgence, and reconciliation.

**DISABILITY STUDIES ANNIVERSARY** – On July 8, the School of Disability Studies celebrated its 20<sup>th</sup> anniversary with a commemorative event. Activities included the school's annual [activist lecture](#) (by American disability rights activist Lydia X.Z. Brown, on Organizing for Terrible Times: Reworking and Resisting), a student awards ceremony, a reception with former students, and the announcement of a \$500,000 gift from the P. and L. Odette Foundation, to create the Tanis Doe Post-Doctoral Fellowship in Gender Disability and Social Justice.

**FAMILY LAW PORTAL** – In July [TK], Ryerson's Legal Innovation Zone launched a new Family Law Portal. The service was supported by private and public donors and built by practitioners experienced in family law and financial matters. Offering a detailed questionnaire and links to relevant resources, the portal is designed to help users understand their rights and responsibilities, gather necessary documents, and

prepare for upcoming discussion and decisions regarding property, parenting, child support, and spousal support.

**ORIENTATION** – Congratulations and thanks to everyone involved in organizing a wonderful experience for new and returning students. With the help of Ryerson Rams and student leaders, 917 students moved into residence in August. Of these, 229 have become the first group to live in Ryerson's newest residence, the Daphne Cockwell Complex (DCC). On August 29, SLC Live! hosted by 14 Ryerson organizations drew 2465 students to the Student Learning Centre for games, prizes, food, and music. There were 94 large-scale events out of over 350 events over the five days of orientation, including campus tours, cuddling with therapy dogs, concerts, and the Kick-Off at Lake Devo on August 26, during which 1700 Ryerson students, faculty, and staff unofficially broke the Guinness World Record for the greatest number of people controlling paddleballs.



# Board of Governors Meeting

September 20, 2019

Michael Benarroch, Provost and Vice-President, Academic

**Ryerson  
University**



# The Academic Year Ahead

Ryerson  
University





# Orientation

**2,180** participated in Ryerson's first online pre-orientation

**350+** events planned

**1,700** attended the official kick-off

**280+** student leaders participated in a full-day, training conference

**2,465** attended SLC Live





# Academic Plan



## Critical Path

- Draft Academic Plan tabled: *early October 2019*
- Full community consultations: *October-December 2019*
- Final Academic Plan with town hall input: *December 2019 – January 2020*
- Senate approval: *early 2020*



# Truth & Reconciliation

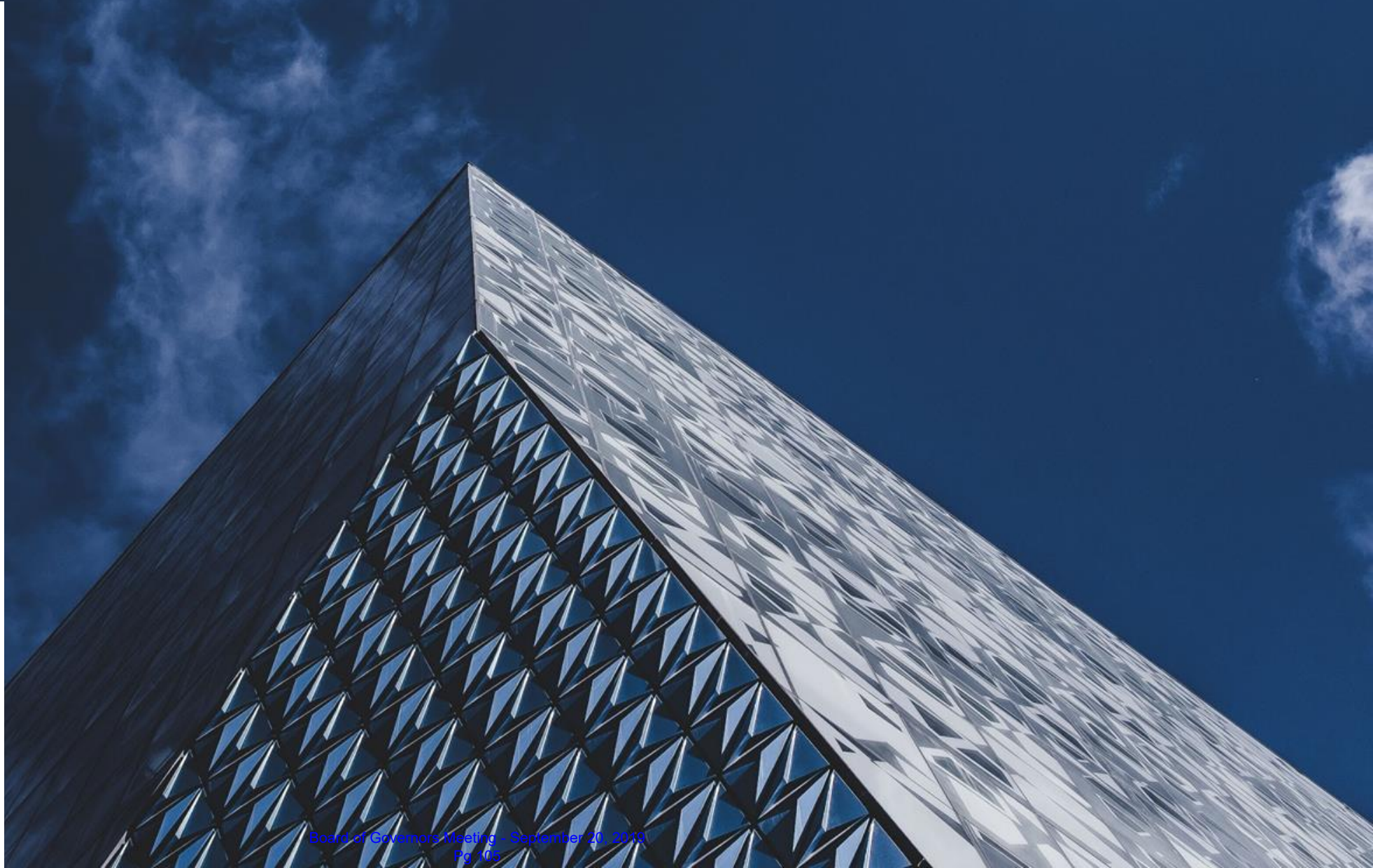


- Re-introduction of Pow Wow and Pow Wow Education Week
- Inventory of Indigenous partnerships, student supports and courses underway
- More than doubled number of Indigenous faculty (8 new tenure-stream)



# Strategic Mandate Agreement 3

- Institution-specific information to be released October 2019
- Negotiations from October 2019 – March 2020
- Agreement is for a five-year period



# Fall 2019 Enrolment Levels

Faculty	Domestic Enrolment	International Enrolment	Total Enrolment
Faculty of Arts	1330	135	1465
Faculty of Communication and Design (FCAD)	1457	155	1612
Faculty of Community Services (FCS)	1239	95	1334
Faculty of Engineering and Architectural Science (FEAS)	1199	132	1331
Faculty of Science	812	142	954
Ted Rogers School of Management (TRSM)	2619	332	2951
<b>University Total</b>	<b>8656</b>	<b>991</b>	<b>9647</b>



University enrolment total  
**met target** based on  
domestic and international numbers.

# Zone Learning

## I-INC

- National network connecting innovative universities
- Founded by Ryerson, Simon Fraser and Ontario Tech in 2014

## Lab2Market

- Funded by FedDev (\$1.3M), the Atlantic Canada Opportunities Agency (ACOA, \$1.3M) with in-kind and cash support of Mitacs (up to \$1.46M)
- Supports teams to identify and test the commercial or societal problem addressed by their research and adapt it to market needs through an intensive 9-week process





# Ryerson University Faculty of Law



# Law School

- Inaugural class open for admissions
- 9 cross-appointed faculty members
- Design plans for Podium building near completion





# Academic and Scholarly Excellence



# Creating the Classroom of the Future

## Teaching and Learning Spaces Working Group

- Classroom standards and funding priorities
- Prototype for engaged teaching and active learning

## Blended Learning Lab

- Undergraduate and graduate courses in development for winter 2020





# Academic Appointments







**Ryerson  
University**

# A Bold Commitment for Our Future





**BOARD OF GOVERNORS MEETING**  
September 20, 2019

**AGENDA ITEM: Senior Leadership Appointments**

**STRATEGIC OBJECTIVES**

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

**ACTION REQUIRED: N/A**

**SUMMARY:** Attached are the biographies of the Assistant Vice President, Zone Learning and Strategic Initiatives and the Executive Director of Athletics & Recreation.

**BACKGROUND: N/A**

**COMMUNICATIONS STRATEGY: N/A**

**APPROVED BY:**

Michael Benarroch  
September 10, 2010

### **Louise Cowin, Executive Director, Athletics & Recreation**

Louise is a respected post-secondary leader with over 25 years experience at institutions across Canada, maintaining a strong connection to sport, well-being and inclusion throughout her career.

From 2011-2018, she served as the vice-president, students (VPS) at the University of British Columbia (UBC), with direct oversight of UBC's nationally recognized varsity and recreation programs. During her tenure as VPS, Louise spent two years as the acting director of the Athletics and Recreation Department, during which the varsity program extended and expanded its winning trajectory, and a greater focus was placed on holistic excellence. Inclusive recreation programs were developed to better engage diverse students; participation in intramurals and attendance at varsity games increased by double-digits; a new stream of competitive sports clubs launched; fundraising campaigns for new facilities were successful; and varsity and recreation became recognized and integrated as key contributors to the institution's goals of exceptional student experiences, academic success and well-being.

Prior to her role at UBC, Louise served as warden of Hart House, the historic facility at the University of Toronto which provides a wide range of services to students and community members through a social enterprise model. She has held progressive roles at the Ontario Institute for Studies in Education (OISE) at the University of Toronto, including director, student services and school-university partnerships. Louise has also held academic faculty appointments as an assistant professor in the School of Health and Human Performance at Dalhousie University, and Outdoor and Experiential Education at Queen's University.

Louise received a MSc in physical education from Dalhousie University where she was a Killam Scholar, varsity athlete and varsity team manager. She holds a PhD in educational studies from McGill University. Louise also swam in the 1978 and 1982 Commonwealth Games.

### ***John MacRitchie, Assistant Vice President, Zone Learning and Strategic Initiatives***

Since 2014, John has served as senior director, Business Development and Strategic Planning with the Office of the Vice-President, Research & Innovation (OVPRI), following work in private sector consulting and international business development. Over the past 15 years, he has fine-tuned his experience in the development of innovation ecosystems through hands-on involvement of technology transfer, commercialization, research collaboration, and startup support projects and programs.

In his new role, John will strengthen the links of [Ryerson's 10 zones](#) to the core education and research missions of the university, and scale the experiential learning benefits for students by integrating zone learning into the classroom. Throughout this shift, he will retain the hands-on value, community engagement and excitement of the zones that have contributed to Ryerson's growing reputation and impact.

While at Ryerson, John has managed the \$11.1-million federal funding supporting the zones in partnership with the incubator and accelerator programs at Simon Fraser University and Ontario Tech (formerly, the University of Ontario Institute of Technology). In the past year, he also guided the expansion of The Incubate Innovate Network of Canada (I-INC) to include 12 universities from coast to coast.



## **BOARD OF GOVERNORS MEETING**

### **September 20, 2019**

**AGENDA ITEM:** Ryerson Retirement Pension Plan (RRPP) Valuation Report  
December 31, 2018

#### **STRATEGIC OBJECTIVES:**

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

**ACTION REQUIRED:** For Information and for Approval and Recommendation to the Board of the Filing Decision

**SUMMARY:** The valuation results report on the funded status of the Ryerson Retirement Pension Plan (RRPP) at December 31, 2018. A recommendation on whether or not to file the report with the regulatory authority is also made at this time. The recommendation is not to file the December 31, 2018 report at this time, for the reasons outlined below.

#### **1. Assumptions**

At the June 2019 meeting the plan actuary, Willis Towers Watson, recommended four going concern assumption changes and one solvency valuation assumption change:

- Refine the asset smoothing method for the aggregate valuation.
- Use a Projected Unit Credit (PUC) discount rate of 7.15%.
- Using a Provision for Adverse Deviation (PfAD) of 17.65%.
- Align the non-investment expense provision for the PUC valuation with that used for the Aggregate valuation.
- Eliminate the smoothing technique for the solvency valuation given the reduction in the funding target under the new regulations.

#### **2. Going Concern Valuation Results**

The results indicate that the plan will have a going concern surplus of \$72M on an aggregate basis and a \$171M surplus on a PUC basis. The plan's funded ratio is 104% using the aggregate method and 114% using the PUC method. Three-year projections show the plan will likely remain in a surplus on a going concern basis.

### **3. Solvency Valuation Results**

On a solvency basis the plan has moved from a \$5M (smoothed) solvency surplus at December 30, 2017 to a \$9M (market) solvency surplus at December 31, 2018. The December 31, 2018 solvency ratio improved to 101% (market) from the December 30, 2017 ratio of 100% (smoothed).

### **4. Contributions**

Despite the positive going concern and solvency results, the new funding rules also require the Plan to meet the minimum funding test under the PUC valuation method. As outlined in the attached presentation, if the December 31, 2018 valuation report were to be filed, additional employee and employer annual contributions of \$1 million (in total) would be required, before applying certain transition rules which would lower that amount somewhat.

### **5. Filing Decision**

The last filed valuation was December 30, 2017 and the next required valuation will be December 30, 2020.

The attached presentation from WTW outlines at p.9 the considerations in determining whether or not to file the December 30, 2018 valuation. Key considerations include:

- The December 31, 2018 results indicate that the normal cost contributions under the PUC minimum test would need to increase if the report is filed. Transition rules, which apply only to the first post-funding reform valuation, allow the additional contributions to be phased in over 3 years and the PfAD would be lower because it would be based on the actual asset mix. Applying the transition rules, additional contributions for 2019 would be \$0, \$100K in 2020 and \$200K in 2021.

If the report is not filed, no additional contributions will be required for 2020 since the December 30, 2017 report does not require them.

- Also relevant to the filing decision is the Prior Year Credit Balance (PYCB) which is a reserve representing amounts that were contributed that were in excess of the PUC minimum. The PYCB can be used to offset additional contributions required under the PUC minimum test. At December 31, 2018, the balance in the PYCB was \$6M and it could grow to \$10M by December 30, 2020. Growth of the PYCB would cease if the December 31, 2018 report is filed since contributions will no longer be in excess of the PUC minimum.
- If the solvency ratio were above 105%, the excess above this amount could be used to offset additional normal cost contributions under the PUC minimum test. The solvency ratio at December 31, 2018 was 101% but could be higher at the next valuation.
- The transition rules only apply to the first post-reform valuation. It may be more advantageous to delay application of the transition rules to a later date.

**For these reasons, the recommendation is not file the December 31, 2018 report.**

**BACKGROUND:** Valuations of the RRPP are conducted annually, and presented to the ERPC for approval. As part of its governance responsibilities, the ERPC monitors the financial status of the RRPP and decides when to file the valuation report.

**COMMUNICATIONS STRATEGY:** N/A

**PREPARED BY:**

Name: Christina Sass-Kortsak, Assistant Vice President Human Resources

Date: September 19, 2019

**APPROVED BY:**

Name: Deborah Brown, Vice President Administration & Operations

Date: September 19, 2019

# December 31, 2018 Funding Valuation Results and Filing Strategy

## Ryerson Retirement Pension Plan

### Meeting of the Employee Relations and Pension Committee

September 19, 2019

This presentation has been prepared for Ryerson University and presents ideas for consideration regarding RRPP's short- and long-term sustainability. It is not intended nor suitable for other purposes. Further distribution of all or part of this presentation to other parties, posting on any website other than that of Ryerson University or unauthorized use of this report is expressly prohibited without Willis Towers Watson's prior written consent.





# ERPC Actions

What do you need to do today?

April

- Review assumptions and methods
- Education on funding reform clarifications and uncertainties
- Review estimated valuation results

June

- Approve assumptions and methods
- Review valuation results and filing options

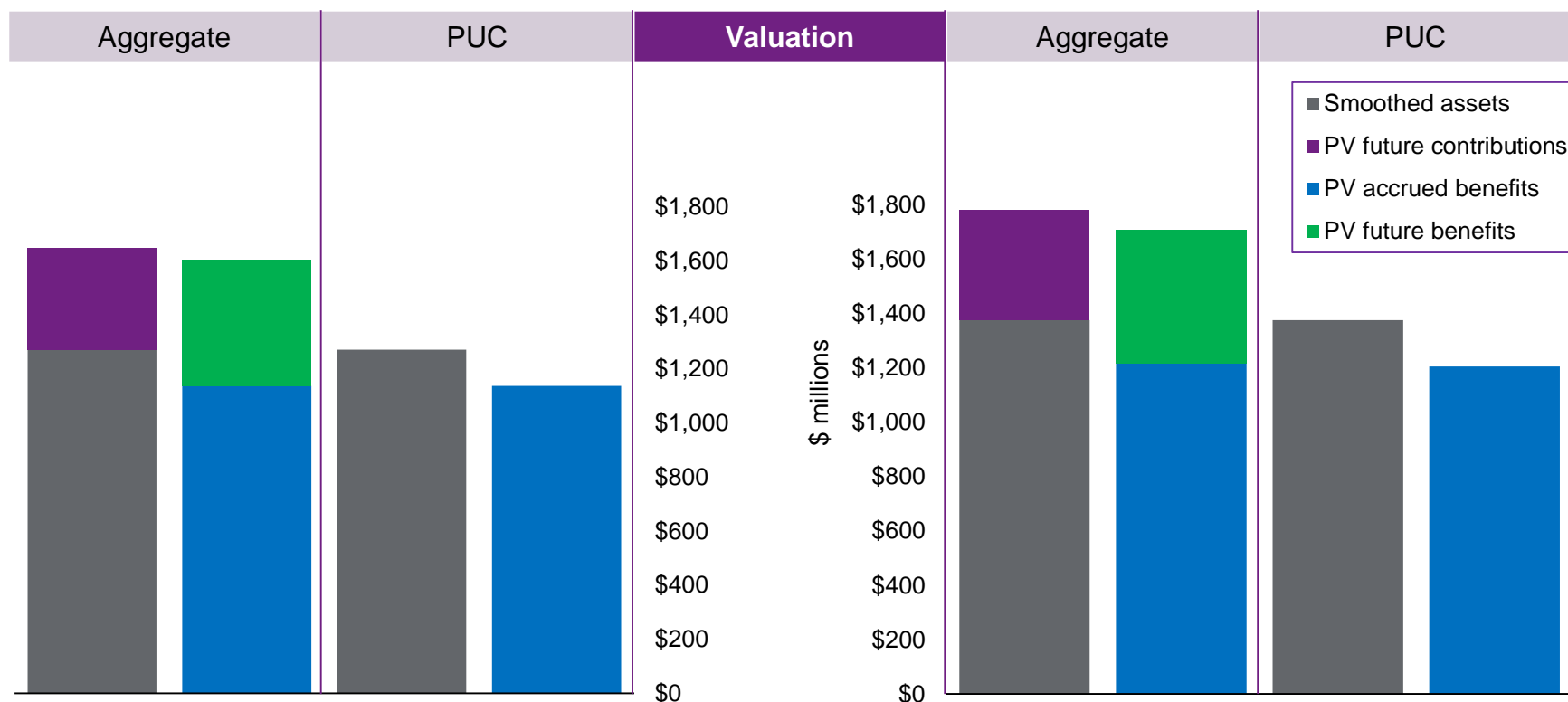
September

- ✓ Approve filing decision

# Key Messages

- Funding reform shifts focus from funded ratio towards minimum contributions
  - Probability of Projected Unit Credit (PUC) minimum requiring higher total contributions
  - Available levers have changed
    - Only solvency surplus above 105% may be applied towards PUC minimum
    - Indexation may no longer be excluded from PUC minimum
  - Increased volatility means contribution requirements will be less predictable
- Plan is fully funded as at December 31, 2018
- Total contributions for future service need to increase if December 31, 2018 valuation report were to be filed

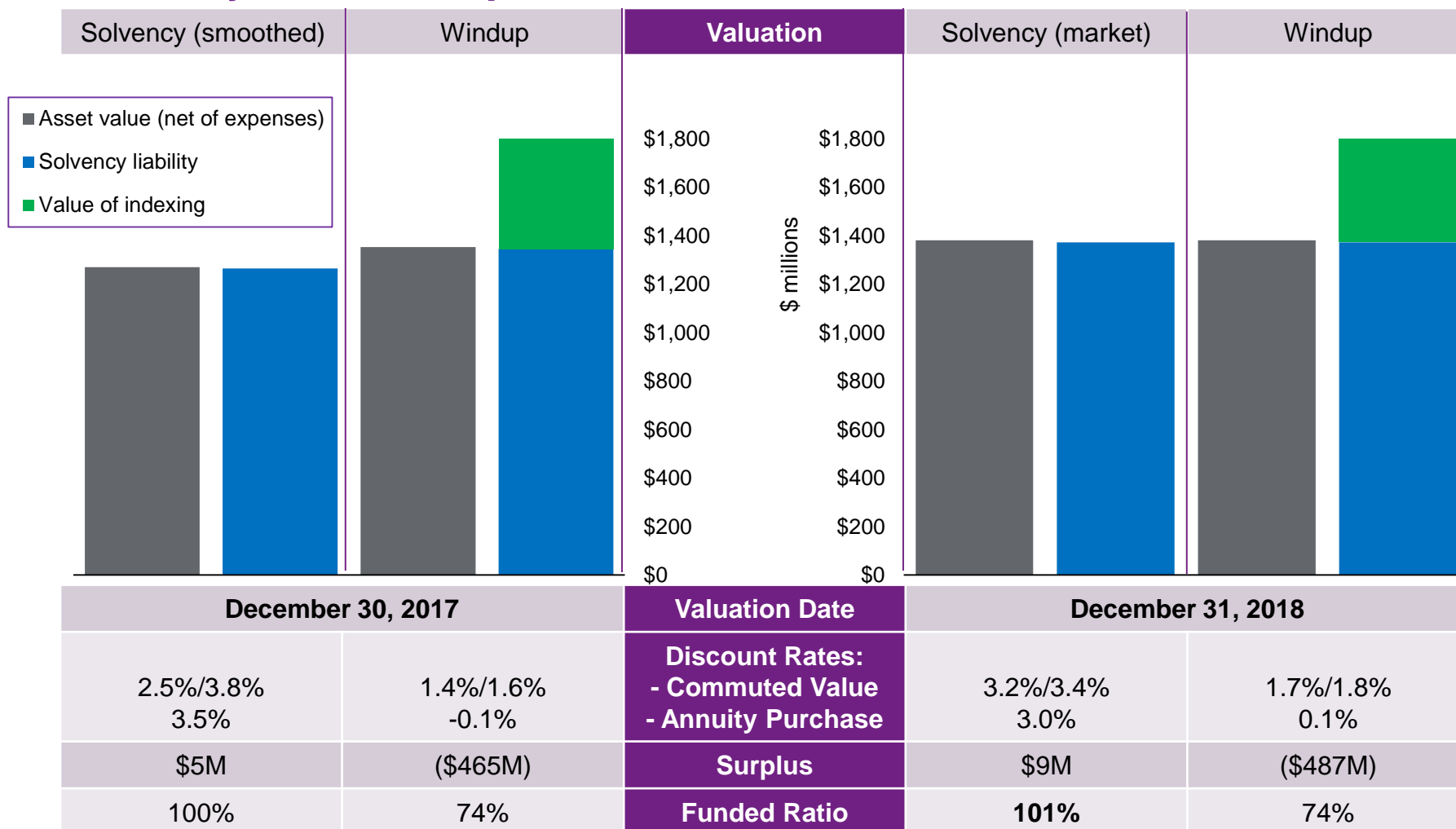
# Going Concern Valuations – Funded Position



December 30, 2017		Valuation Date	December 31, 2018	
Pre-Reform		Rules	Post-Reform	
6.00%	6.00%	Discount Rate	6.00%	7.15% + 17.65% PfAD
\$44M	\$134M	Surplus	\$72M	\$171M
103%	111%	Funded Ratio	104%	114%

Fully funded on aggregate (and PUC) basis

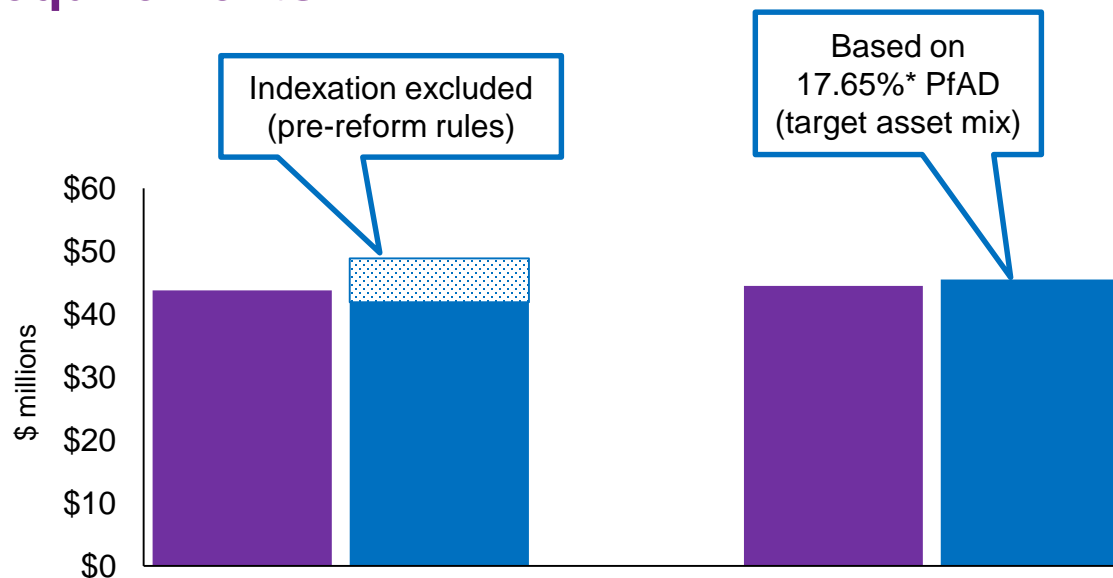
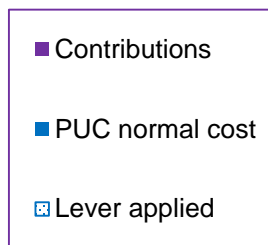
# Solvency and Windup Valuations – Funded Position



Solvency funded ratio of 105% plausible at December 31, 2019

# Annual Contribution Requirements

Ignoring transition rules



Valuation Date	December 30, 2017	December 31, 2018
Deficit Contributions	Nil	Nil
Contributions for Future Service (Total)		
▪ Current	\$43.8M	\$44.5M
▪ PUC Minimum	<u>41.9M</u>	<u>45.5M</u>
▪ Additional Required	\$ 0.0M	\$ 1.0M*

\* Refer to slide 8 for impact of transition rules.

Contribution increase required if file December 31, 2018 valuation

# Contributions for Future Service – Sensitivity Analysis

Ignores transition rules and levers that may be available\*

Scenario	Status Quo	Expected return decreases by 75 bps and no change to bond yields	Expected return and bond yields decrease by 50 bps	Expected return increases by 25 bps and no change to bond yields	Active members are 1 year older
<b>Contributions for Future Service (Total)</b>					
▪ <b>Current</b>	\$44.5M	\$44.5M	\$44.5M	\$44.5M	\$44.2M
▪ <b>PUC Minimum</b>	<u>45.5M</u>	<u>48.5M</u>	<u>49.5M</u>	<u>44.7M</u>	<u>45.7M</u>
▪ <b>Additional Required</b>	\$ 1.0M	\$ 4.0M	\$ 5.0M	\$ 0.2M	\$ 1.5M
<b>Additional Total Required Contribution as % of Covered Payroll</b>	0.4%	1.5%	1.9%	<0.1%	0.6%

\* Ignores potential to apply surplus if solvency surplus above 105% and ignores transition phase-in rules.

**Market Changes  
(discount rate and PfAD  
can change materially)**

**Demographic  
Changes**

# Contribution Considerations

- Total contributions for future service required to increase if file December 31, 2018 valuation
  - \$1.0 million per year based on target asset mix and PfAD of 17.65% (equivalent to ~0.4% of covered payroll)
  - \$0.3 million per year based on actual asset mix and PfAD of 15.47% at December 31, 2018 (equivalent to ~0.1% of covered payroll)
    - Transition rules now require PfAD to be based on actual asset mix for December 31, 2018 valuation
    - Transition rules permit the increase to be phased in over three year period (first post-reform valuation) with no increase in first year following valuation date
- Sensitivity analysis shows potential increases in total required contributions to meet PUC test
- Solvency funded ratio of 105% achievable but less likely (lower long bond yields)
  - Commuted value standard changes are expected over the next year which may result in improvement to solvency funded position
  - Volatility of solvency liabilities (solvency discount rates)
  - Volatility of market value of assets (asset returns)
  -
- Next valuation required to be completed by December 30, 2020
  - Interim off-cycle (non-year-end valuation dates) can be used if desirable

# Valuation Filing Considerations

	File December 31, 2018 valuation report	Do not file December 31, 2018 valuation report	
Next required valuation	December 31, 2021	December 30, 2020	
Contribution requirements*	\$44.5M for 2019 (current level with phase-in rules) \$44.6M for 2020 \$44.7M for 2021 TBD for 2022 (December 31, 2021 filing)** <div> <b>contribution increase required</b> </div>	\$44.5M for 2019 (current level) \$44.5M for 2020 \$44.5M for 2021 (phase-in rules) TBD for 2022 (December 30, 2020 filing)**	
PBGF premium*	~\$222K for 2018, 2019 and 2020	~\$218K for 2018 and 2019 TBD for 2020 (solvency valuation)	
Potential levers available for future valuation filings	<ul style="list-style-type: none"> <li>Adjustments to future contribution and benefit levels</li> </ul>	<ul style="list-style-type: none"> <li>Adjustments to future contribution and benefit levels</li> </ul>	<div>Long-term solution</div> <div>Short-term lever</div>
	<ul style="list-style-type: none"> <li><b>Ability to file valuation prior to December 31, 2021 (provides extra year to make contribution or benefit changes or opportunistic filing before next valuation required)</b></li> <li>Use of solvency surplus (if &gt;105%)</li> <li>5-year minimum PUC test</li> <li>PYCB ~\$6M at 31/12/18***</li> </ul>	<ul style="list-style-type: none"> <li>Ability to file valuation prior to December 30, 2020</li> <li>Use of solvency surplus (if &gt;105%)</li> <li>5-year minimum PUC test</li> <li><b>PYCB of up to ~\$10M at 30/12/20***</b></li> <li><b>Transition phase-in rules (first post-reform valuation)</b></li> </ul>	

\* Assumes no new valuation reports filed until next required valuation date.

\*\* May be significantly higher than 2021 contribution requirements – refer to contribution sensitivity analysis.

\*\*\* PYCB represents amounts that have been contributed in excess of PUC minimum and can be applied towards PUC minimum in future years (some regulatory uncertainty on usage exists). The potential PYCB beyond dates indicated will depend on contribution levels and PUC minimum in future valuations.



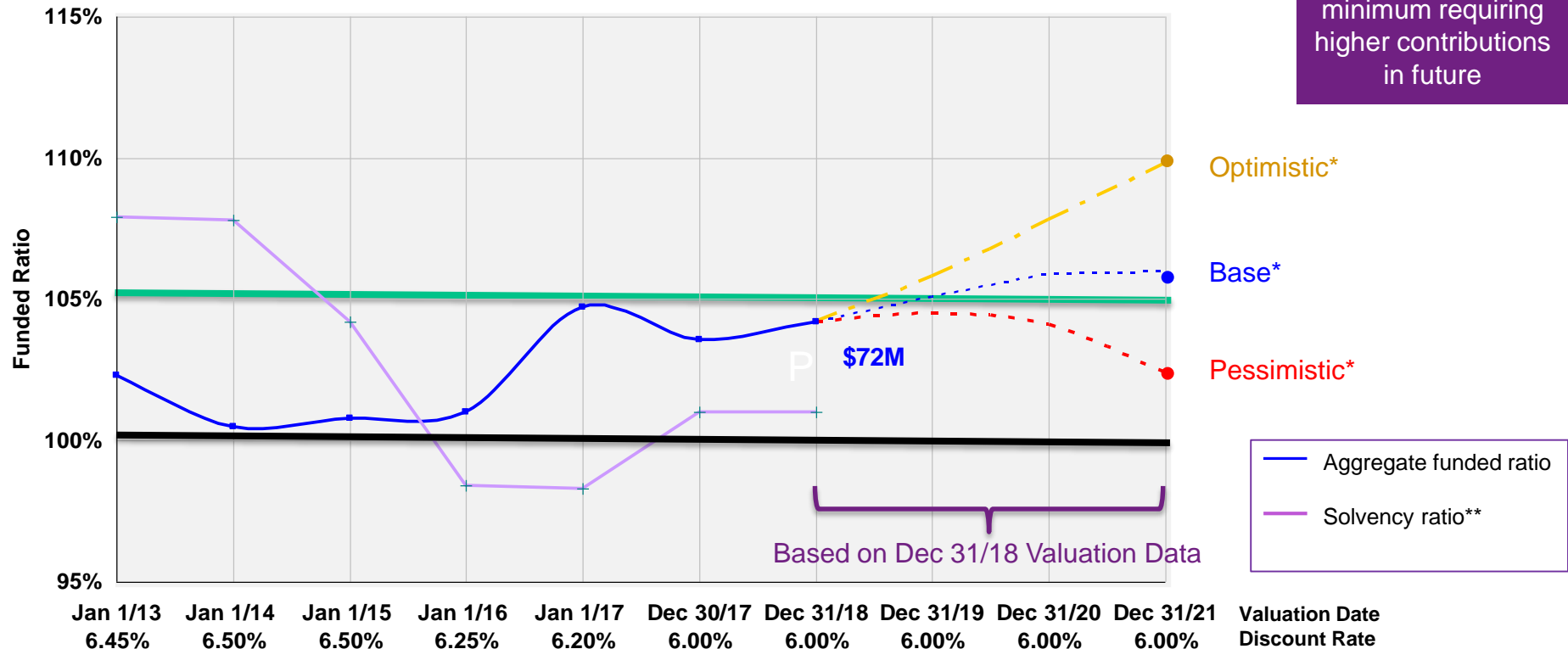
# Next Steps

- ERPC
  - Decide whether or not to file December 31, 2018 valuation report
  - Updated SIPP required to be prepared prior to end of year
- Ryerson
  - Continue to monitor funded position during inter-valuation period
  - Consider long-term sustainability of RRPP and contribution requirements

# Appendix

# Projection of Going Concern Funded Position (Aggregate)

Must also consider probability of PUC minimum requiring higher contributions in future



\* Base return scenario assumes current contribution rates and experience in line with assumptions except investment return equal to 6% (aggregate discount rate). Optimistic and pessimistic scenarios assume base scenario with actual investment return from base scenario +/- 4% (i.e., 10% and 2% respectively).

\*\* Solvency ratio was smoothed prior to December 31, 2018.

PUC funded ratio is greater than the aggregate funded ratio every year.

# Background

## Summary of changes to the funding rules

Pre-Reform		Post-Reform
<ul style="list-style-type: none"> <li>Funding to 100% amortized over 5 years starting one year from the valuation date</li> </ul>	<b>Solvency Funding Target</b>	<ul style="list-style-type: none"> <li>Funding to 85% amortized over 5 years starting one year from the valuation date</li> </ul>
<ul style="list-style-type: none"> <li>Deficits amortized over 15 years</li> <li>New going concern schedules build on top of previous schedules</li> </ul>	<b>Going Concern Amortization Period</b>	<ul style="list-style-type: none"> <li>Deficits amortized over 10 years</li> <li>Fresh start on going concern schedules every valuation</li> <li>Schedules continue until one year following effective date of subsequent valuation</li> </ul>
<ul style="list-style-type: none"> <li>Going concern discount rate builds in margin for adverse deviations</li> <li>No explicit provision for adverse deviation (PfAD) requirements</li> </ul>	<b>Margin</b>	<ul style="list-style-type: none"> <li>PfAD (% margin) added to going concern liability and current service cost (determined based on best estimate discount rate: no margin required in discount rate)</li> <li>PfAD defined by Regulations and reflects asset mix</li> </ul>
<ul style="list-style-type: none"> <li>Permitted if smoothed solvency over 100% funded</li> </ul>	<b>Contribution Flexibility</b>	<ul style="list-style-type: none"> <li>Only permitted if solvency (based on market value) over 105% funded</li> </ul>
<ul style="list-style-type: none"> <li>Future indexation can be excluded in the going concern liability and current service cost</li> </ul>	<b>Funding for Future Indexation</b>	<ul style="list-style-type: none"> <li>Funding indexation required for going concern; however, PfAD is not applied to liability and current service cost in respect of future indexation</li> </ul>



# Summary of Levers Available for Managing Contribution Levels

Pre-Reform		Post-Reform
✓ Monitor position during inter-valuation periods and file off-cycle valuations, as necessary	Filing strategy	✓ Unchanged
✓ Future indexation can be excluded from the going concern liability and current service cost	Funding for future indexation	✗ Can no longer be excluded from going concern liability and current service cost
✓ If smoothed solvency surplus (i.e., over 100%), PUC surplus can be used to offset minimum PUC normal cost (NC)	Use of solvency surplus	✗ Solvency surplus (unsmoothed) between 100% and 105% cannot be used to offset minimum PUC NC ✓ Solvency surplus above 105% can be used to offset minimum PUC NC
✓ Can strategically reduce aggregate going concern discount rate margin, if necessary	Margin for going concern deficit	✓ Can strategically reduce aggregate funding policy reserve, if necessary
✓ Change future contribution or benefit levels	Contributions and benefits	✓ Unchanged
✗ Not applicable	Transition measures	✓ Can phase in contribution increases related to funding reform over 3 years

# Actuarial Opinion

## Purpose

This presentation has been prepared for Ryerson University and presents financial position results from the results of the December 31, 2018 going concern, solvency and windup funding valuation of the registered pension plan sponsored by Ryerson University. It is not intended nor suitable for other purposes. Further distribution of all or part of this presentation to other parties, posting on any website other than that of Ryerson University or unauthorized use of this report is expressly prohibited without Willis Towers Watson's prior written consent.

## Plan Assets and Membership Data

Plan asset information is based on draft audited financial statement information provided by Ryerson University. This information has been relied upon by Willis Towers Watson following tests for reasonableness with respect to contributions, benefit payments and investment income.

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

## Assumptions, Methods and Plan Provisions

Except as noted in our June 25, 2019 presentation, the results presented herein have been based on the same assumptions, methods and plan provisions disclosed in the December 30, 2017 valuation report filed with the Financial Services Commission of Ontario and Canada Revenue Agency.

## Subsequent Events

During 2018 and 2019, eligible employees were provided the opportunity to retire under a retirement incentive program in 2019. Pension benefits are not impacted under these programs. The impact of any additional employees retiring under these programs will be reflected in the next valuation.

## Actuarial Opinion

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

In our opinion, for the purposes of summarizing the results of the December 31, 2018 going concern, solvency and windup funding valuation of the registered pension plan sponsored by Ryerson University as well as preparing projections of the going concern valuation results, the membership data on which the valuation is based are sufficient and reliable and the assumptions and methods employed in the valuation are appropriate. This presentation has been prepared, and our opinions have been given, in accordance with accepted actuarial practice in Canada.

Towers Watson Canada Inc.

Ian Markham, FCIA

Laura Newman, FCIA

## **DRAFT RESOLUTION**

**RE: RYERSON RETIREMENT PENSION PLAN VALUATION REPORT  
DECEMBER 31, 2018**

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BE IT AND IT IS HEREBY RESOLVED:

THAT the report on the Actuarial Valuations for the Ryerson Retirement Pension Plan as at December 31, 2018 not be filed with the regulatory authorities at this time.

September 20, 2019



## **BOARD OF GOVERNORS MEETING September 20, 2019**

**AGENDA ITEM:** Appointment of the Actuary of the Ryerson Retirement Pension Plan

**STRATEGIC OBJECTIVES:**

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

**ACTION REQUIRED:** For Review and Recommendation for Approval

**SUMMARY:** Appointing the actuary of the Ryerson Retirement Pension Plan (RRPP) is one of the governance duties of the ERPC. The actuary prepares the valuation report which details the financial and funded status of the pension plan. The Administration is recommending that Willis Towers Watson be appointed as actuary for the RRPP for the December 31, 2019 valuation as per the attached Resolution.

**BACKGROUND:** Both provincial and federal regulations require that an actuary prepare valuation reports for registered pension plans. These reports must be filed with the regulatory authorities at least every three years. Ryerson requests that Willis Towers Watson prepare annual valuation reports, including preliminary results, analysis of assumption changes, and presentations, at a cost of approximately \$65,000 each year.

Willis Towers Watson, is also the actuary for the OMERS plan. OMERS is the investment manager for the Ryerson Retirement Pension Plan.

**COMMUNICATIONS STRATEGY: NA**

**PREPARED BY:**

Name Christina Sass-Kortsak, Assistant Vice President, Human Resources  
Date September 19, 2019

**APPROVED BY:**

Name Deborah Brown, Vice President, Administration and Operations  
Date September 19, 2019



## **DRAFT RESOLUTION**

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

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BE IT AND IT IS HEREBY RESOLVED:

THAT Willis Towers Watson be retained as the Actuary for the Ryerson Retirement Pension Plan for the calendar year 2020.

September 20, 2019



## **BOARD OF GOVERNORS MEETING September 20, 2019**

**AGENDA ITEM:** Appointment of the Third-Party Administrator of the Ryerson Retirement Pension Plan

### **STRATEGIC OBJECTIVES:**

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

**ACTION REQUIRED:** For Review and Recommendation for Approval

**SUMMARY:** Approving the appointment of the third-party administrator of the Ryerson Retirement Pension Plan (RRPP) is one of the governance duties of the ERPC. The administrator maintains membership data, prepares member statements and calculations, and performs other administrative duties. The Administration is recommending that Willis Towers Watson be appointed as third party administrator for the RRPP effective April 1, 2020 as per the attached Resolution.

**BACKGROUND:** Morneau Shepell has been the administrator since April 1, 1994. In the fall of 2018 a request for proposals was initiated, led by Ryerson's Purchasing department. Ryerson retained Proteus, an independent investment and governance consultant, to provide advice throughout the tendering process. Proposals were received from four companies. Morneau Shepell, AON Hewitt and Willis Towers Watson were invited to make presentations. The selection committee included:

- Joanne McKee, Chief Financial Officer
- Jan Neiman, Manager Pensions and Benefits
- Laura Furguele, Senior Analyst
- Richard Briggs, Pension Advisor

Christina Sass-Kortsak, Assistant Vice President, Human Resources was an internal advisor to the Committee.

Ryerson awarded Willis Towers Watson the contract for a term of five years with an option for a further five years. Key factors in the selection of Willis Towers Watson included:

- Overall attention to detail and commitment in the written proposal and finalist presentation
- Quality control measures/reviews
- Superior system capabilities and regular enhancements
- Excellent employee portal features
- Best pricing

The annual fee is estimated to be \$250,000 based on a combination of fixed fees for recurring

services and transaction based fees based on volume, which could fluctuate from year to year. A detailed transition process has been developed and is under way. Willis Towers Watson is expected to assume the pension administration duties effective April 1, 2020. As the plan actuary, Willis Towers Watson is already very familiar with the RRPP plan details and with Ryerson so a smooth transition and implementation is expected.

**COMMUNICATIONS STRATEGY: NA**

**PREPARED BY:**

Name Christina Sass-Kortsak, Assistant Vice President, Human Resources  
Date September 19, 2019

**APPROVED BY:**

Name Deborah Brown, Vice President, Administration and Operations  
Date September 19, 2019

## **DRAFT RESOLUTION**

**RE: APPOINTMENT OF THE THIRD-PARTY ADMINISTRATOR OF THE RYERSON  
RETIREMENT PENSION PLAN**

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BE IT AND IT IS HEREBY RESOLVED:

THAT the appointment of Willis Towers Watson as the third-party administrator for the Ryerson Retirement Pension Plan effective April 1, 2020 be approved as presented.

September 20, 2019





**BOARD OF GOVERNORS**  
**Thursday, June 27, 2019**  
**Jorgenson Hall – JOR 1410**  
**380 Victoria Street**  
**4:00 p.m. to 5:30 p.m.**  
**MINUTES**

Minutes of a meeting of the Board of Governors of Ryerson University (the "University") held on Thursday, June 27, 2019 at 4:00 p.m. in Jorgenson Hall, JOR-1410.

**ATTENDANCE:**

**Present:** M. Al Zaibak, S. Bukhari, J. Cockwell, J. Dallaire, M. Frazer (Chair), J. Fukakusa, S. Gosal, H. Harb, M. Ien, M. Lachemi, A. McKee, N. Mohamed, C. Paisley, D. Porter, S. Staffieri (Vice Chair), O. Ullah

**Regrets:** L. Amleh, C. Ellis, S. Faruqi, S. Gellman, C. MacDonald, M. Rodrigues

**Board Secretariat:**

C. Redmond, Governance Officer

**Others Attending**

D. Brown, Vice President, Administration and Operations  
A. Casey, Executive Director, Office of the President  
K. Choi, Administrative Assistant, Ceremonials Office  
J. Grass, Assistant Vice President, University Relations  
D. Kefentse, Director of Communications, Equity and Community Inclusion  
G. Mallon, Interim Assistant Vice President, Facilities Management and Development  
K. McDonald, Manager, Ceremonials Office  
M. McEachrane Mikhail, Executive Director, Office of Provost and Vice President Academic  
M. McKay, Director, Aboriginal Initiatives  
J. McKee, Chief Financial Officer  
J. McMillen, Vice Provost, Students  
I. Mishkel, Vice President, University Advancement and Alumni Relations  
T. Myers, Director, Strategic Planning, Assessment & Special Projects, Equity and Community Inclusion  
J. Neiman, Manager, Pensions and Benefits  
D. O'Neil Green, Vice President, Equity and Community Inclusion  
P. Rego, Communications Specialist, Ceremonials Office  
A. Saloojee, Assistant Vice President, Ryerson International  
C. Sass-Kortsak, Assistant Vice President, Human Resources  
M. Urbanovica, Ceremonials Coordinator, Ceremonials Office  
H. Willis, Accessibility Coordinator, Equity and Community Inclusion

1. **IN-CAMERA DISCUSSION (Board Members Only)**
2. **IN-CAMERA DISCUSSION (Executive Group Invited)**

**END OF IN-CAMERA DISCUSSION**

3. **INTRODUCTION**

- 3.1 Chair's Remarks

M. Frazer acknowledged the land in his opening remarks and welcomed J. Dallaire, the Board's new Honorary Board Elder, to the meeting.

M. Frazer reported that J. Dallaire, Shadow Hawk Woman of the Wolf Clan, is Cree Omushkego with ancestry from Attawapiskat, Ontario. For the past ten years, she has worked at Ryerson University as an Elder and Traditional Counsellor. M. Frazer said J. Dallaire's wisdom and experience would be invaluable to the Board.

J. Dallaire acknowledged the introduction and thanked the University for agreeing to establish an Honorary Board Elder position.

M. Frazer said he was very pleased to announce that the Board had approved M. Lachemi for reappointment to a second term as President. M. Frazer said that the University had come along way under the leadership of M. Lachemi.

M. Lachemi thanked the Board for having confidence in him and said that the strength of the University came from the commitment of the students, staff, faculty and alumni. He also thanked his Executive team for their commitment and professionalism.

M. Frazer reported that this would be the last Board meeting for several Board members. He thanked L. Amleh, S. Faruqi, S. Gellman, S. Gosal, C. Paisley and O. Ullah for their contributions to university governance.

M. Frazer reported that a photograph of the Toronto Raptors taken by Ryerson Alumnus, Mark Blinch, would be given to each departing Board member.

M. Frazer reminded Board members that the Board will be celebrating the contribution made by departing Board members as well as welcoming new Board members in the Fall. More details of the event will be sent to the Board later in the summer.

M. Frazer thanked all those Board members who made the annual Convocation and Honorary Doctorate Ceremonies such a success.

M. Frazer thanked the Mattamy Athletic Centre for providing Ryerson basketball t-shirts and the Faculty of Arts for providing water bottles for each Board member.

3.2 Approval of the June 27, 2019 Agenda

The agenda was approved as presented.

**4. REPORT FROM THE PRESIDENT**

M. Lachemi congratulated J. Shin Doi on being elected to the Law Society of Ontario's Board of Directors as a bencher. M. Lachemi said that it was an important and much-deserved recognition of J. Shin Doi's contributions to the legal profession.

M. Lachemi reported that A. Casey, Executive Director of the President's Office is retiring on August 31, 2019 after twenty five years of service to the University. A. Casey was recently acknowledged with the Blue and Gold Award and has made a significant contribution to many of the significant developments at the University.

M. Lachemi reported that M. Forbes would be named Chief of Staff, Office of the President and would continue to lead central communications in his role as Executive Director of Communications. M. Lachemi spoke of M. Forbes' record of success in handling a wide range of demanding issues and enhancing the reputation of the University through award-winning publications. M. Forbes will begin transitioning shortly but will assume all duties on September 1, 2019.

M. Lachemi reported that J. Grass will continue as Assistant Vice President, University Relations, with an expanding emphasis on advancing University priorities at all three levels of government.

M. Lachemi reported on the completion of a successful convocation season and thanked K. McDonald, Manager of the Ceremonials Office, and her team, M. Urbanovica, P. Rego, and K. Choi, for their hard work. At this point M. Lachemi introduced a short video highlighting the convocation season.

M. Lachemi thanked the Board for their engagement and recapped the highlights of the 2018-19 Board year which began with the launch of the Cybersecure Catalyst. The initiative has now been transformed with thirty million dollars (\$30,000,000) of funding into the Rogers Cybersecure Catalyst. M. Lachemi thanked T. Staffieri for his support in securing funding.

M. Lachemi reported that in December 2018, Ryerson launched the Women's Entrepreneurship Knowledge Hub with nine million (\$9,000,000) in funding to lead a consortium aimed at encouraging more women to start businesses.

M. Lachemi reported that in February 2019 the federal government chose Ryerson to lead the Future Skills Centre consortium, which is a national partnership that prepares workers for the jobs of tomorrow with funding of two hundred and twenty five million dollars (\$225,000,000) over four years.

M. Lachemi reported that Ryerson's reputation for city building was enhanced with the official opening of the Centre for Urban Innovation on Gerrard Street in February.

M. Lachemi spoke of the progress made towards truth and reconciliation by referencing the first Pow Wow in 17 years, the inception of the Yellowhead Institute, the appointment of an Honorary Board Elder position and Indigenous representation on Senate.

M. Lachemi updated the Board on the progress of the Ryerson Law School, the beginning of the application process and the generous support for scholarships from four law firms.

M. Lachemi spoke of student achievement in 2018-19: specifically, the success of the Ryerson's Women's basketball team provincially and nationally, the awarding of two new Pierre Elliott Trudeau Foundation scholars; and winning the Ontario Three Minute Thesis competition by Ryerson students.

M. Lachemi reported on space and infrastructure: specifically, the Daphne Cockwell Health Sciences Complex Fall opening.

M. Lachemi spoke of strategic planning: specifically, the Academic Plan, a Strategic Research Plan; the Campus Master Plan; Ryerson 2030; and an Internationalization Strategy.

M. Lachemi reported that the University continues to hold its reputation as a great place to work. For the 5<sup>th</sup> year in a row, Ryerson was named one of Greater Toronto's Top Employers and one of Canada's Best Diversity Employers.

M. Lachemi reported on the eight outstanding honorary doctorate recipients added to the Ryerson family in 2019.

#### 4.1 Ryerson Faculty of Law – A Brand with Attitude

J. Grass, Assistant Vice-President, University Relations provided an update on the Ryerson Faculty of Law marketing campaign.

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

C. Redmond, on behalf of J. Shin Doi, reported that the Board alumni elections are in progress and will end tomorrow, June 28 at 4:30 p.m.

#### 5.1 Nominations Closed for Election of Board Vice Chair

C. Redmond reported that nominations for Board Vice Chair were closed and T. Staffieri had been elected Board Vice Chair for another three years. As required the Secretariat has received three written nominations (S. Faruqi, S. Gellman and A. McKee) and written agreement from the T. Staffieri that he will accept the nomination.

#### 5.2 Board of Governors Student Leadership Award and Medal

C. Redmond reported on the annual Board of Governors Student Leadership and Medal Award and congratulated the award's recipient, Annita Velasque Moreira. C. Redmond also thanked the members of the committee – M. Benarroch, C. Ellis, S. Gellman, A. Salojee, L. Stevens, P. Sugiman and N. Walton for their deliberations.



5.3 Annual Board Assessments

C. Redmond reminded Board members to fill out the annual Board assessment forms.

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

6.1 Equity and Community Inclusion at Ryerson

D. O'Neil Green provided an annual update on the Office of the Vice President, Equity and Community Inclusion emphasizing: its services and mandate; its successes since its launch; the status of employee diversity self-ID reporting; and the future strategic direction of equity, diversity and inclusion at Ryerson University. D. O'Neil Green thanked Board members for their ongoing support, in particular M. Ien for her assistance in promoting the White Privilege Conference and many other ECI initiatives.

**7. DISCUSSION ITEMS**

**7.1 REPORT FROM THE CHAIR OF THE AUDIT COMMITTEE**

7.1.1 Draft Audited Financial Statements -Year Ended April 30, 2019

J. Cockwell reported that the Audit Committee met just before the Board meeting and Ryerson received an unqualified external audit opinion for the financial statements for the year ended April 30, 2019. At that meeting J. McKee provided an overview of the audited statements, and B.J. White from KPMG went through the Audit Findings Report with the committee. J. Cockwell asked J. McKee to speak briefly to the Audit highlights. J. McKee responded that it was a clean, unqualified audit, with strong financial results, solid cash statements and consistent with the quarterly report.

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

M. Frazer reported that at the June 25, 2019 Employee Relations and Pensions Committee Meeting KPMG presented the 2018 Ryerson Retirement Pension Plan Audited Financial Statements and the Audit Findings Report. M. Frazer reported that, as in previous years, it was a straight-forward, clean audit and there were no concerns or issues raised. Once approved, the financial statements will be filed with the regulatory authorities.

M. Frazer reported that at the same meeting Willis Towers Watson, the University's actuaries reviewed the preliminary valuation results on the funded status of the Ryerson Retirement Pension Plan at December 31, 2018 and recommended the approval of four going concern assumption changes and one solvency valuation assumption change. M. Frazer reported that the plan is in both a going concern and solvency surplus position, however, under the new funding regulations, the plan must also meet a minimum funding test using the Projected Unit Credit valuation method. Under this method additional contributions may be required if the December 31, 2018 valuation is filed with the regulatory authorities. The Employee Relations and Pensions Committee will receive a further report at the September meeting and will make a recommendation at that time as to whether the 2018 report should be filed.

7.2.1 Audited Financial Statements of the Ryerson Retirement Pension Plan (RRPP) January 1, 2019 and Audit Findings for the year ending December 31, 2018

It was moved, seconded and carried:

**BE IT AND IT IS HEREBY RESOLVED:**

**THAT the Audited Financial Statements of the Ryerson Retirement Pension Plan (RRPP) as at December 31, 2018 be accepted and approved to file with regulatory authorities.**

7.2.2 Funded projections and Valuation assumptions of the Ryerson Retirement Pension Plan (RRPP) December 31, 2018

It was moved, seconded and carried:

**BE IT AND IT IS HEREBY RESOLVED:**

**THAT the proposed valuation assumptions and methods of the Ryerson Retirement Pension Plan as at December 31 2018, approved as presented.**

**8. CONSENT AGENDA**

**8.1 REPORT FROM PROVOST AND VICE PRESIDENT ACADEMIC**

It was moved, seconded and carried:

**BE IT AND IT IS HEREBY RESOLVED:**

**THAT the Audited Financial Statements for the fiscal year ended April 30, 2019 be approved as presented.**

**8.2 Approval of the April 29, 2019 Minutes**

It was moved, seconded and carried:

**BE IT AND IT IS HEREBY RESOLVED:**

**THAT the Audited Financial Statements of the Ryerson Retirement Pension Plan (RRPP) as at December 31, 2018 be accepted and approved to file with regulatory authorities.**

It was moved, seconded and carried:

**BE IT AND IT IS HEREBY RESOLVED:**

**THAT the proposed valuation assumptions and methods of the Ryerson Retirement Pension Plan as at December 31 2018, approved as presented.**

O. Ullah thanked the Board for their support of the students and the example of good governance that the Board has set. He also thanked the senior leadership for their hard work and congratulated the President on his re-appointment.

**10. TERMINATION**

# University Relations

## Monthly Metrics & Reach



June/July 2019

### Media Relations

- Conducted media outreach on all six Honorary Doctorate recipients honored at Spring Convocation. Hello! Canada published feature on recipient Eric McCormack
- New graduate Nick Wapachee was a guest on Metro Morning, to discuss his Cree language podcast.
- Collaborated with Rogers, RBC and The City of Brampton on the Rogers Cybersecure Catalyst \$30 million funding announcement, which was covered by more than 15 outlets, including BetaKit, Academica, Mobilesyrup and local Brampton outlets.
- Provided media support for a Housing Mobility Report released by the Centre for Urban Research and Land Development which was covered by 11 outlets, including The Toronto Star, Globe and Mail, BNN and CTV.
- A claustrophobia study from the Department of Psychology was featured by CTV Health reporter Pauline Chan.
- Ryerson faculty experts compiled and distributed by Public Affairs were quoted widely on potential handgun ban in Toronto, provincial cabinet shuffle, new UK Prime Minister Boris Johnson and Raptors' NBA Championship.

### Publications

- Produced 12 editions of Ryerson Today (RT) in June
- 55,349 subscribers

- Top 4 viewed most viewed web stories were: 10 questions for the photography grad, Mark Blinch, who shot the famous Raptors buzzer beater (7,434 opens); Meet Ryerson's 2019 honorary doctorates (4,340 opens); Everything you need to know about convocation (3,953 opens); Ryerson awards full professorship to first Anishinaabe Metis and First Nations faculty members (3,030 opens)
- Ryerson Today published a Special Edition on National Day for Indigenous Peoples, June 21
- Ryerson University Magazine summer edition was delivered to more than 120,000 alumni and distributed to staff and faculty on campus. Stories also were posted online and shared through Ryerson Today.

### Marketing

- Recognized the achievements of Ryerson's Honorary Doctorates with a Globe and Mail takeover in the print edition of the Globe (June 19), featuring a spread of six ads on three pages.
- Led the design and production of the new International Admissions Handbook (more than 30,000 produced), in collaboration with the undergraduate student recruitment team. This is the first in a set of three recruitment publications.
- Provided marketing support for the Rogers Cybersecure Catalyst funding announcement (June 14), including redesign of the RCC logo to reflect the new name, managed event photography, video production, etc.





- Phase 1 of the Law campaign (targeted at influencers) wrapped at the end of June. Planning is underway for Phase 2 of the Faculty of Law campaign (targeted at prospective students) which kicks off in August.

#### Website

- Saw an 11.9% increase in visitors, and a 6.5% increase in visits from June/July 2018 to June/July 2019.
- Mobile traffic continues to increase dramatically, experiencing a 32.5% increase in visitors, and 30.6% increase in visits year over year.

#### Social Media

- **Instagram:** Gained 574 followers to reach 23.5K. Engagements have increased by 450 over previous month. The two most engaging posts in the history of our Instagram feed were posted in June—the Raptors' intra-squad game at Ryerson brought 3.5K engagements and Eggy celebrating the Raptors' win garnered 3.1K engagements.
- **Facebook:** Gained 377 fans to reach 73,169. Saw a 125% increase in engagement, with convocation and Raptors posts bringing in the highest engagement.
- **Twitter:** Gained 327 followers to reach 55.4K. Engagements increased by 712 over previous month.
- **LinkedIn:** Gained 1.4K followers to reach 221K; 2.5K social engagements (reactions, comments, shares); our content had 366K impressions
- **Giphy:** 2.1 million views of gifs and stickers

#### Digital Marketing

- Led in-house digital campaign for FEAS - MEIE (domestic recruitment, multi-channel).

- Worked with agency partners to support campaigns for the Faculty of Law (influencer campaign), MBA (domestic, international and out-of-province recruitment) and Science (domestic grad recruitment).

#### Video Production

- Produced 9 videos, including a video about funding for the Rogers Cybersecure Catalyst and celebrating Toronto Raptors' NBA championship. In addition, produced a story about fashion grad and indigenous designer Warren Steven Scott's journey to become a jewelry maker. Video coverage of 2019 convocation yielded the highest engagement level.
- Video of actor and Ryerson alum Eric McCormack hon doc speech reached total 15K views and 1.1K engagements (reactions, comments, shares).
- Convocation highlights video reached 12.2K views with 1.3K engagements.
- Pre – convocation video gained 10.6K views and a total of 1.1K engagements across all social media platforms.

#### Awards

- Won awards for all three marketing publications submitted to the Association of Registered Graphic Designers (RGD) In-House Awards
  - Award of Distinction: Ryerson at a Glance Book
  - Award of Merit: 2019 Reputation Campaign 2019
  - Award of Merit: Undergraduate Admissions Handbook 2019

# University Relations

## Monthly Metrics & Reach



### August 2019

#### Media Relations

- Essay by President Lachemi was included in Toronto Life feature “18 Big Thinkers take a critical look at the Sidewalk Labs plan”
- Annual Back to School campaign included media outreach on events, experts and back to school tips. More than 15 outlets covered Back to School at Ryerson, including Guinness Challenge, Wheelchair Basketball and Therapy Dogs program.
- Move in Day at Pitman Hall was pitched as media event and was attended and covered by Global News, CTV, CityNews and CP24.
- Comms and crisis planning and support for possible delayed opening of DCC. Provided media training and support for Vice-Provost, Students and Director, Student Housing and Community Care for related interviews.
- Comms planning and support for Niagara Falls Innovation Hub announcement.
- Ryerson faculty experts compiled and distributed by Public Affairs were quoted widely on recession warning signs, People's Party of Canada's anti-immigration billboards, Amazon rainforest fires, the rise of Bianca Andreescu, and the Kashmir conflict.

#### Publications

- 66,120 subscribers
- Highest open rate was “Welcome to Ryerson, new students!” edition (42.9 percent); second-highest open rate was the issue featuring “Going to Orientation? Find out what we have in store for you” (39.6 per cent). Note: industry average is 16.1 per cent
- An Aug. 21 RT story about a resilience app built by a psychology graduate student Jenny Liu, based on her research, generated a ton of engagement (boosted by a linkedin post). The app was downloaded more than 400 times the week the story ran; the student heard from multiple institutions that intend to use the app; and she was invited to speak at U of T and to participate in a federal health and wellness event.

#### Marketing

- Launched Faculty of Law student recruitment campaign featuring in-house creative. Digital campaign includes social ads (Facebook, Instagram, Twitter), digital ads (programmatic display), and search (Google Adwords). Also refreshed website with recruitment focused content and started rolling out marketing materials for more than 19 law fairs and events (application deadline November 1).
- Worked with Registrar’s Office to produce Undergraduate Admissions Handbook (76,000 copies) for the recruitment team to use in school visits across Canada.



- Led fall marketing campaign (digital) for Ryerson's Library to target new and current Ryerson students. Channels included: social (Instagram), web, video, and digital signage. Also developed new exterior signage to highlight Library location and help with wayfinding.
- Created new visual identity for Science Discovery Zone which was launched across their social channels (Facebook, Instagram, and Twitter).
- Developed refreshed brand positioning and updated marketing templates for Career and Co-op Centre. Updated website with new landing page.
- Planning for Ryerson's sponsorship of the Toronto Region Board of Trade's Smart Cities Summit is underway (event takes place September 25). Activation includes bus tour stop at CUI and event moderators/panellists at select sessions.

#### Website

- Comparing this month to August 2016, when the responsive web templates were implemented, there has been a 21.5% increase in visits, a 22.8% increase in visitors and a 33.1% increase in pages viewed.
- By the same three year comparison, mobile traffic saw an 89.1% increase in visits, 82.2% increase in visitors and an increase of 112.4% in pages viewed.
- August 2019 garnered 1.2 million visits, from 527 thousand visitors, who viewed 1.3 million pages.

#### Social Media

- **Instagram:** Gained 2K followers to reach 26K and saw a **217% rise** in engagement due to orientation/back to school.
- **Facebook:** Gained 873 fans to reach 74K and saw a **118% rise** in engagement.

- **Twitter:** Gained 383 followers to reach 56.1K.
- **LinkedIn:** Gained 1.9K followers to reach 225K, had 2.1K social engagements (likes, comments, shares) and saw a 15% rise in engagement. Our content had 372K impressions.
- **Giphy:** 1.1 million views of gifs and stickers

#### Digital Marketing

- Prepared final campaign reports for Reputation campaign and Law - Phase I influencer campaign.
- Worked with agency partners to launch a campaign for Law - Phase II student recruitment and to continue campaigns for MBA (domestic recruitment) and Science (domestic grad recruitment).

#### Video Production

- Marketing & Creative Services' launched their first "commercial" style video with **FCAD & The Chang School's** new course series in Toy Invention.



Date July 3, 2019

To: Jennifer Hicks  
Secretary, Ryerson Election Procedures Committee

From: Colleen L. Dempsey  
Returning Officer

Re: **Board of Governors 2019 Alumni Election Results Report**

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

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

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

Vanessa Henry,  
President, Ryerson Students' Union

Nicole Brayannis,  
President, Continuing Education Students' Association of Ryerson

Ron Babin,  
President, Ryerson Faculty Association

Deborah Brown,  
Vice President, Administration and Operations





## BOARD OF GOVERNORS ALUMNI ELECTION 2019 RESULTS

### Appendix A

## TABULATION OF VOTES

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

ALUMNI ELECTION	
Candidates (2) in alphabetical order of surname	Vote Count
Catherine PAISLEY	480
Angelo PIROSZ	204
RESULTS SUMMARY	
Eligible voters	196,506
Ballots submitted	695
Votes cast	684
Declined to vote	11
Participation rate	.35%

### NOTES

There is no paper ballot voting in the alumni election.



## BOARD OF GOVERNORS ALUMNI ELECTION 2019 RESULTS

### Appendix B

## DECLARATION OF RETURNING OFFICER

I hereby declare the following candidate elected:

BOARD OF GOVERNORS ALUMNI MEMBER	
Candidate Name	Vote Count
Catherine PAISLEY	480



## BOARD OF GOVERNORS ALUMNI ELECTION 2019 RESULTS

### Appendix C

## RESULTS IN ORDER OF STANDING

ALUMNI ELECTION	
Candidates (2) in order of standing	Vote Count
Catherine PAISLEY	480
Angelo PIROSZ	204



## BOARD OF GOVERNORS ALUMNI ELECTION 2019 RESULTS

### Appendix D

## VOTING PERCENTAGES

ALUMNI ELECTION	
Total number of eligible voters	196,506
Total number of voters who participated	695
Percentage of voters who participated	.35%



## SENATE MEETINGS: 2019-2020

Meetings start at 5:00 p.m. in POD-250 (Light dinner is available from 4:30 p.m.)

MEETING DATE	AGENDA DEADLINE
Tuesday, October 1, 2019	Tuesday, September 10, 2019
Tuesday, November 5, 2019	Tuesday, October 15, 2019
Tuesday, December 3, 2019	Tuesday, November 19, 2019
Tuesday, January 28, 2020	Tuesday, January 14, 2020
Tuesday, March 3, 2020	Tuesday, February 11, 2020
Tuesday, April 7, 2020	Tuesday, March 17, 2020
Tuesday, May 5, 2020	Tuesday, April 14, 2020
Tuesday, June 2, 2020	Tuesday, May 19, 2020
<p style="text-align: center;"><b><u>For Minutes &amp; Agendas:</u></b></p> <p style="text-align: center;"><a href="https://www.ryerson.ca/senate/senate-meetings/agendas-meetings/">https://www.ryerson.ca/senate/senate-meetings/agendas-meetings/</a></p>	



## RYERSON UNIVERSITY COMMON ABBREVIATIONS

### A

AAA	Academic Administrative Appointments
ABRT	Assessing Behavioural Risk Team
ADM	Assistant Deputy Minister
AMS	Applicant Management System (being phased out and replaced by eHire)
APG	Academic Planning Group
ARC	Ryerson Anti-Racism Coalition
ATB	Across the Board Increase
AUCC	Association of Universities and Colleges of Canada

### B

BIP	Budget Incentive Program (Carry forward)
BIU	Basic Income Unit

### C

CAC	Counsellor Appointments Committee
CAUT	Canadian Association of University Teachers
CAUBO	Canadian Association of University Business Officers
CCOU	Council of Chairs of Ontario Universities
CCS	Computing and Communications Services
CDAL	Chair, Director Administrative Leave
CDI	Career Development Increment (RAF Only)
CESAR	Continuing Education Student Association of Ryerson

CFI	Canada Foundation for Innovation
CFS	Canadian Federation of Students
CFS-O	Canadian Federation of Students - Ontario
CGCE	Communications, Government and Community Engagement (formerly part of University Advancement [UA] department)
CHERD	Centre for Higher Education Research and Development
CHST	Canada Health and Social Transfer
CIAR	Canadian Institute for Advanced Research
CIHR	Canadian Institute of Health Research
COU	Council of Ontario Universities
CRA	Canada Revenue Agency
CSRDE	Consortium for Student Retention Data Exchange
CTO	Compensating Time Off
CUDO	Common University Data Ontario
CUE	Centre for Urban Energy
CUPE	Canadian Union of Public Employees
CUPE 233	Maintenance and Trades employee union (sometimes referred to as M&T)
CUPE 3904	Unit 1 Sessional and Part-time Instructors union (sometimes referred to as CUPE 1 or Unit 1)
CUPE 3904	Unit 2 Evening Instructors (Chang School of Continuing Education; sometimes referred to as CUPE 2 or Unit 2)
CUPE 3904	Unit 3 Teaching Assistants, Graduate Assistants, Lab Monitors & Exam Invigilators (sometimes referred to as TA/GA's, CUPE 3 or Unit 3)
CURIE	Canadian Universities Reciprocal Insurance Exchange
CUSC	Canadian Undergraduate Survey Consortium

## **D**

DEC	Departmental Evaluation Committee (for RFA)
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DHC Departmental Hiring Committee (for RFA)

DM Deputy Minister

DMZ Digital Media Zone

DOA Director of Administration

## **E**

eAppoint System used for decentralized contract entry (a service of eHR)

EDI Equity, Diversity and Inclusion

eHire System used for decentralized recruitment and hiring (a service of eHR)

eHR HR system used by the University for most system-based functions; based on Oracle PeopleSoft

ERPC Employee Relations and Pensions Committee

EHS Environmental Health and Safety

EHSS Environmental Health & Safety (EHS) and Security (department)

ESL English as a Second Language

eWaiver System used for tuition waiver requests by employees (a service of eHR)

## **F**

FCAD Faculty of Communication and Design

FCP Federal Contractors Program

FCS Faculty of Community Services

FEAS Faculty of Engineering and Architectural Sciences

FFTE Fiscal Full-Time Equivalent

FIPPA Freedom of Information and Protection of Privacy Act

FPC Faculty Promotion Committee

FOS Faculty of Science

FS Financial Services

FSCO	Financial Services Commission of Ontario
FT	Full-Time
FTC	Faculty Tenure Committee
FTCE	Full-time Career Employee
FTE	Full-Time Equivalent

## **G**

GA	Graduate Assistant
GAAP	Generally Accepted Accounting Principles
GCM	School of Graphic Communication
GL	General Ledger
GPSS	Graduate and Professional Student Survey

## **H**

HEQCO	Higher Education Quality Council of Ontario
HRMC	Human Resources Management Consultant
HRMS	Human Resources Management System

## **I**

IAC	Instructor Appointment Committee
IEWAS	Integrated Employee Well Being and Accommodation Services

## **J**

JD	Job Description
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## **L**

LAC	Library Appointments Committee
LGIC	Lieutenant-Governor-in-Council



LTD	Long Term Disability
LTF	Limited Term Faculty
LTO	Learning & Teaching Office
LTT	Long Term Temporary

## **M**

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

## **N**

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

## **O**

OAC	Ontario Academic Credit
OCAD	Ontario College of Art & Design
OCAV	Ontario Council of Academic Vice-Presidents
OCGS	Ontario Council of Graduate Studies

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

## **P**

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

**R**

RA	Research Assistant
RAAC	Ryerson Accessibility Advisory Committee
Req	Position and Appointment Requisition (also referred to as PAR)
RFA	Ryerson Faculty Association
RFI	Ryerson Futures Inc.
RPI	Researchers Portal Initiative
RRPP	Registered Retirement Pension Plan
RSU	Ryerson Student Union
RTA	School of Radio and Television Arts
RU	Ryerson University
RUAA	Ryerson University Alumni Association

**S**

SAF	Separation Approval Form
SAS	Student Administration System (sometimes referred to as SA or RAMSS)
Self Service	System-based employee functionality in eHR includes time reporting, absence requests, pay advice, T4s, direct deposit, personal information updates, etc. (sometimes referred to as SS or ESS)
SRC	Scholarly, Research and Creative Activities
SSHRC	Social Sciences and Humanities Research Council of Canada
STT	Short Term Temporary

**T**

TA	Teaching Assistant
TAGA	System for hiring Teaching & Graduate Assistants (being phased out by eHire)
TAI	Teaching Assignment Initiative

TAM	Talent Acquisition Manager
TC	Total Compensation
TESP	Total Earnings Supplemental Plan
TFSA	Tax Free Savings Account
The Chang School	Continuing Education
TRSM	Ted Rogers School of Management

## **U**

UA	University Advancement
UA	University Business Services
UPK	User Productivity Kit (system used to house on-line training for system and web based applications)
UOIT	University of Ontario Institute of Technology

## **V**

VPAF	Vice President, Administration and Finance
VPFA	Vice Provost, Faculty Affairs
VPRI	Vice-President, Research and Innovation