BOARD OF GOVERNORS
October 1, 2020
2:00 p.m. to 4:00 p.m.
Video and Teleconference
Watch Live Stream: https://youtu.be/2JXzOdl1zmU

Time		Item	Presenter/s	Action	Page
2:00	**1.**	**IN-CAMERA DISCUSSION (Board Members Only)**	Tony Staffieri	Information	
2:10	**2.**	**IN-CAMERA DISCUSSION (Executive Group Invited)**	Tony Staffieri	Information	
		END OF IN-CAMERA SESSION			
2:25	**3.**	**INTRODUCTION**			
	3.1	Chair's Remarks	Tony Staffieri	Information	
	3.2	Approval of the October 1, 2020 Agenda	Tony Staffieri	**Approval**	
2:30	**4.**	**REPORT FROM THE PRESIDENT**	Mohamed Lachemi	Information	
	4.1	Opportunities Working Group	Jen McMillen	Information	
	4.2	Update on Strategic Mandate Agreement 3	Mohamed Lachemi Glenn Craney	Information	
3:10	**5.**	**REPORT FROM THE SECRETARY**	Julia Shin Doi	Information	
	5.1	Annual Board and Committee Assessment Executive Summary 2019-20	Julia Shin Doi	Information	
3:20	**6.**	**REPORT FROM THE PROVOST AND VICE-PRESIDENT ACADEMIC**	Saeed Zolfaghari	Information	
	6.1	The Academic Year Ahead	Saeed Zolfaghari	Information	
	6.2	Senior Leadership Appointments	Saeed Zolfaghari	Information	
	6.3	Ryerson Graduate Students' Union Referendum Proposal	Jen McMillen	**Approval**	
3:45	**7.**	**DISCUSSION ITEMS**			
	7.1	**REPORT FROM THE CHAIR OF THE EXECUTIVE COMMITTEE**	Jack Cockwell	Information	

7.2	**REPORT FROM THE CHAIR OF THE FINANCE COMMITTEE**	David Porter	Information
7.3	**REPORT FROM THE CHAIR OF THE EMPLOYEE RELATIONS AND PENSIONS COMMITTEE**	Andrew McKee	Information
7.3.1	Ryerson Retirement Pension Plan Valuation Report December 31, 2019	Joanne McKee Jan Neiman	**Approval**
7.3.2	Appointment of the Actuary for the Ryerson Retirement Pension Plan	Joanne McKee Jan Neiman	**Approval**
7.3.3	Amendments to Ryerson Retirement Pension Plan Roles and Responsibilities	Joanne McKee	**Approval**
8.	**CONSENT AGENDA**		
8.1	Approval of the June 30, 2020 Minutes	Tony Staffieri	**Approval**
9.	**FOR INFORMATION**		
9.1	University Relations Monthly Metrics and Reach	Jennifer Grass	Information
9.2	Board of Governors 2020 Alumni Election Results Report	Julia Shin Doi	Information
9.3	Senate Meetings Schedule 2020-21	Saeed Zolfaghari	Information
9.4	Ryerson University Common Abbreviations	Julia Shin Doi	Information
4:0010.	**TERMINATION**		

NEXT MEETING OF THE BOARD – November 30, 2020

Ryerson University

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."

Ryerson University
President's Update to the Board of Governors
October 1, 2020

BOARD GREETINGS – I am pleased to welcome new and returning members of the University Board of Governors to the 2020–21 academic year and to offer best wishes for a great year. This year, we are welcoming Tony Staffieri in his new role as chair of the Board and Jack Cockwell as the vice-chair.

CONGRATULATIONS

Wendy Cukier, founder and director of the Diversity Institute, has won the 2020 Community Contributor of the Year Award (Eastern Canada) from the Canadian Centre for Diversity and Inclusion (CCDI). The award recognizes the positive change she has effected in Canadian society.

Blake Fitzpatrick, professor of Image Arts, and *Eliza Chandler*, professor of Disability Studies, have been elected to join the Royal Society of Canada, which recognizes excellence among leaders, both established and emerging, in their fields. On November 27, 2020, Prof. Fitzpatrick, who directs the Documentary Media Research Centre at Ryerson, will become a fellow of the society's Academy of Arts and Humanities. Prof. Chandler will become a member of the College of New Scholars, Artists, and Scientists for a seven-year term.

Sepali Guruge, professor of Nursing, has been named the 2020–21 Ryerson Fellow at Massey College at the University of Toronto. She will be provided with space at the college and with resources to pursue her research in the critical global trends affecting aging immigrants. In addition, *Kathryn Underwood,* professor of Early Childhood Studies, and *Chris Gore,* professor of politics and public administration, have been named visiting scholars at Massey College for 2020–21. Assistant Vice-President, International *Anver Saloojee* has been appointed a senior fellow.

Tiffany Hsiung (Image Arts '07) wrote and directed the documentary short *Sing Me a Lullaby,* which premiered during the Toronto International Film Festival (TIFF)'s *Short Cuts* series. Tiffany was also recently elected second vice-chair of the Directors Guild of Canada – Ontario. Ryerson was also represented at this year's TIFF by instructor *Zach Cox*, who worked as a colourist on the features *Rules for Werewolves* (dir. Jeremy Schaulin-Rioux) and *Succor* (dir. Hannah Cheeseman); *Krystin Hunter* (RTA '09), who was a sound editor for *Akilla's Escape* (dir. Charles Officer); and *Lucas Prokaziuk* (RTA '15), who worked on two short films: as re-recording mixer on *Point and Line to Plane* (dir. Sofia Bohdanowicz) and re-recording mixer and sound editor on *Every Day's Like This* (dir. Lev Lewis).

Lauren Riihimaki (Graphic Communications Management '15), a.k.a. YouTuber LauriDIY, has been named the host and executive producer of the new HBO Max series *Craftopia,* on which 9-to-15-year-old contestants compete to make the most creative crafts.

The RTA School of Media was recognized by *The Hollywood Reporter* in August as one of the Top 15 International Film Schools. The publication cited the school's hybrid format, involving both online work and socially distanced, pod-based location shoots.

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 2020–21 recipients:

Faculty of Arts – Courtney Buder, Arts undeclared; Anjali Singh, Psychology
Faculty of Communications & Design – Thu (Kaylee) Chu*, Professional Communication; Chih-Lun (Madeline) Liao, Journalism
Faculty of Community Services – Lindsay Klysen, Urban & Regional Planning
Faculty of Engineering and Architectural Science – Syed Sohebuddin Saqib*, Mechanical Engineering; Ashlynn Maruthananth, Engineering undeclared
Faculty of Science – Victoria Ahay*, Biomedical Science; Sophia Rybnik, Financial Mathematics
Ted Rogers School of Management – Michael Thomson, Business Management; Sofia Ngan, Business Technology Management

PARTNERSHIPS

INTERNATIONALIZATION PARTNERSHIP – On August 25, Ryerson announced a ten-year strategic partnership with the Australia-based global higher education organization Navitas. The partnership is designed to increase and diversify Ryerson's international student population, improve international students' academic outcomes, broaden the university's international programs and services, and enhance its global reach and reputation. At the heart of the partnership is Ryerson University International College, a pathway program helping international students make a successful transition to our Canadian university environment. This is Navitas' third partnership with post-secondary institutions in Canada; its similar programs at Simon Fraser University and the University of Manitoba together brought in more than 3,000 new international students from 90 countries in the 2019–20 academic year.

BRAMPTON VENTURE ZONE – On September 9, the Ryerson Venture Zone in Brampton officially opened with a virtual launch. Hosted by Global News anchor Farah Nasser (Radio and Television Arts '03), the event featured speakers including Patrick Brown, mayor of Brampton, and Prabmeet Sarkaria, MPP for Brampton South. A panel hosted by John MacRitchie, assistant vice-president of Zone Learning and Strategic Initiatives, featured Brampton-based entrepreneurs who shared their stories and spoke of the value of the kind of community and networks the zone will provide—online, at first, and then in-person after the pandemic.

FIGHTING ANTI-ASIAN RACISM – On September 9, Chancellor Janice Fukakusa, Dean of Arts Pamela Sugiman, General Counsel, Secretary of the Board of Governors, and University Privacy Officer Julia Shin

Doi, and Maryka Omatsu (Honorary Doctorate ’19) launched the website Responding to Hate to combat anti-Asian racism. Created in response to the false narrative about Asian responsibility for the COVID-19 pandemic, the website provides a toolkit for responding to and reporting acts of hate or bias as well as information about anti-Asian sentiment in Canada and resources for advocacy, human rights support, and social media and cyber safety. It is available in web-based and PDF formats at www.respondingtohate.ca.

YOUTH EMPLOYER PORTAL – Magnet, Ryerson’s digital social innovation platform, has partnered with RBC Future Launch, RBC’s initiative to help youth employment and wellbeing, to launch the RBC Youth Employer Portal. The initiative is designed to support young jobseekers across Canada, who will be matched via free Magnet accounts with small to medium-sized businesses offering jobs and work placements. The partnership aims to facilitate 10,000 such opportunities for youth over the next three years. Businesses will be further supported in their growth and management by access to RBC resources.

EVENTS AND INITIATIVES

BLACK RESISTANCE WEBINAR – On June 19, or Juneteenth, Vice-President, Equity and Community Inclusion Denise O’Neil Green led the Alumni Relations webinar “Resistance, Resilience, and Support for Ryerson’s Black Community.” She shared her top five ideas for viewers to build resilience in the face of white supremacy and oppression: acknowledge, honour, and nurture your true feelings; find your community; physical activity and movement; mental and spiritual space; and caring for yourself. She also suggested five ways to maintain resistance: be mindful and careful about your media consumption; protect your personal boundaries; build capacity for change by helping others; understand how racism is derived and how it shows up in our society; and continue to hope.

INDIGENOUS WEEK – In honour of National Indigenous History Month, Ryerson Aboriginal Student Services (RASS) hosted Indigenous Week at Ryerson from June 22 to 25. The events, which were open to all, included a session on traditional foods and teachings with Chef Johl Whiteduck Ringuette of the Ojibiikaan Indigenous cultural network; two events with Elder Joanne Okimawininew Dallaire (a conversation with Positive Space about the intersectionality of queerness and Indigeneity and a strawberry ceremony and teachings); a session on Indigenizing Wikipedia; a beading circle; and guided visualization, chair yoga, and Reiki self-practice. Partnering with RASS to present the events were the Centre for Excellence in Learning and Teaching, the Ryerson Library, the School of Early Childhood Studies, the School of Midwifery, Ted Rogers School of Management, and Positive Space.

BLACK INNOVATION FELLOWSHIP – On June 23, the DMZ Black Innovation Fellowship (BIF) announced a $1-million expansion to its program, which provides Black tech founders with more equitable entrepreneurial opportunities. A $500,000 donation from Shopify COO Harley Finkelstein and entrepreneur Lindsay Taub was matched by Ryerson University. The funds will enable the second year of the program to serve over five times the number of startups, and they will support a newly launched bootcamp program for Black entrepreneurs working in the early stages of ideation and development.

CILAR – On July 7, a diverse group of leaders from education, the private and non-profit sectors, and local government, including Executive Director, DMZ and CEO, DMZ Ventures Abdullah Snobar and myself, launched the Coalition of Innovation Leaders Against Racism (CILAR). The organization aims to connect Black people, Indigenous people, and people of colour (BIPOC) with the innovation sector by providing educational and job opportunities, scholarships, mentorship, and access to venture capital, as well as fostering partnerships with BIPOC-led organizations. Housed at MaRS, CILAR is designed as a catalyst for transforming the Canadian economy in the wake of the pandemic, tackling systemic racism and promoting inclusion.

REPORT ON CYBER CRIME – On July 9, the Cybersecure Policy Exchange (CPX) published the report "Advancing a Cybersecure Canada," which found that, based on a survey of 2,000 Canadians, 57% had experienced a cyber crime—an increase of 21% from 2017. The findings were picked up by over 100 media outlets. The report also set out the CPX's agenda, including its commitments to support policy development and to engage Canadians through online discussions and presentations. The CPX will focus its efforts on addressing security and privacy with respect to three technologies: social media platforms, the internet of things, and biometrics.

ANTI-BLACK RACISM CAMPUS CLIMATE REVIEW – On July 17, in honour of Nelson Mandela International Day, Ryerson released the Anti-Black Racism Campus Climate Review, which is hosted on the website of the Office of the Vice-President, Equity and Community Inclusion. At a virtual event to mark the release, attended by over 700 Ryerson community members, Senator Wanda Thomas Bernard spoke about anti-black racism in a Canadian context and called for Ryerson to make sustainable change. I announced the Presidential Implementation Committee to Confront Anti-Black Racism, which is tasked with implementing the report's recommendations. It is being co-chaired by Vice-President, Administration and Operations Deborah Brown, Denise O'Neil Green, and Anver Saloojee, who each spoke about the experiences outlined by students, staff, and faculty in the report.

CATALYST CYBER CAMP – From July 20 to September 5, Rogers Cybersecure Catalyst, in partnership with the City of Brampton, Rogers Communications, and the Escal Institute of Advanced Technologies ("SANS"), ran the Catalyst Cyber Camp. It provided free online programming about cybersecurity to 276 young participants, ages 13–18, in Brampton. Campers experienced an online gamified learning environment via the SANS-developed Cyberstart Game, which offers 400 hours of virtual programming, including puzzles and activities that increase in complexity as the game goes on. These activities build real-life skills for participants to protect online privacy while providing a window into what it means to be a cybersecurity professional. In addition, participants attended webinars offered by SANS and Rogers Cybersecure Catalyst, including a discussion with Brampton professionals in cybersecurity and law enforcement.

PANEL ON CAMPUS SAFETY – On August 20, I announced a presidential external expert panel (EEP) on campus safety and security, dedicated to devising a holistic approach for enhancing safety and security at Ryerson. The EEP will consult extensively with the Ryerson community and external stakeholders; make recommendations for a campus safety service-delivery model that is firmly rooted in Ryerson's commitments to equity, diversity, and inclusion and to confronting and disrupting racism; and make suggestions about addressing the societal challenges that are prevalent on our campus in order to create a safe environment for our community. A final report is to be delivered by March 30, 2021. The panel is being chaired by former justice Harry LaForme and includes Annamaria Enenajor, partner at

Ruby Shiller Enenajor DiGiuseppe, Barristers; Hamlin Grange, president and co-founder of diversity training and consulting company DiversiPro Inc.; Arleen Huggins, partner at Koskie Minsky LLP; and Shawn Richard, lawyer at Lenkinski, Carr, and Richard LLP and instructor at Ryerson's Faculty of Law.

ANTI-BLACK RACISM PANEL – On August 25, the Office of the Vice-President, Equity and Community Inclusion hosted the seminar "Dialogue + Disruption: Anti-Black Racism 101." Intended to help Ryerson students, faculty and staff gain a greater understanding of anti-Black racism, including its historical context and its impact in Canada, the panel also provided the audience with tools for challenging and confronting anti-Black racism and white supremacy. Panelists included author and journalist Desmond Cole, who read from his book *The Skin We're In: A Year of Black Resistance and Power*, as well as, from Ryerson, Denise O'Neil Green; education, awareness, and outreach consultant at OVPECI Crystal Mark; and Prof. Cheryl Thompson of the School of Creative Industries.

TASK FORCE ON EGERTON RYERSON – On September 2, I announced the upcoming creation of a presidential task force on reconciling the legacy of Egerton Ryerson. The task force will conduct broad, open, and transparent consultations with students, faculty, staff, alumni, partners, and others; examine Egerton Ryerson's legacy with respect to Indigenous peoples and education, in light of Ryerson University's values and mission; examine how other universities have dealt with challenges posed by monuments and statues; and submit a final report with recommended actions regarding the statue and other elements of Egerton Ryerson's history. Task force members will be announced in the coming weeks; they will include students, alumni, members of Ryerson's broader community, and distinguished experts from Ryerson and other universities.

***from the* President's Calendar**

June 8, 2020: I attended "Restarting Toronto: The City's Work to Rebuild and Recover Post-Pandemic," an online conversation between Mayor John Tory and Saad Rafi, Toronto's Chief Recovery and Rebuild Officer, hosted by the Toronto Region Board of Trade.

June 10, 2020: As a member, I attended the second meeting of the Toronto Region Board of Trade's Reimagining Recovery Steering Cabinet.

June 11, 2020: I participated in a Universities Canada member call with Carla Qualtrough, minister of employment, workforce development, and disability inclusion. We discussed ways the federal government can support the important role to be played by the post-secondary education sector in Canada's recovery from the pandemic.

June 11, 2020: For Ryerson's first-ever Black Graduation Celebration, I was pleased to deliver remarks honouring the achievements of Black graduates and encouraging them to fulfil their remarkable potential.

June 11, 2020: I spoke with two representatives of the Ontario Centres of Excellence (OCE)—CEO Claudia Krywiak and Senior Counsel Bob Richardson—to discuss continuing the collaboration between the OCE and Ryerson, specifically with respect to the accelerator OneEleven.

June 12, 2020: I attended a webinar led by Goldy Hyder, president and CEO of the Business Council of Canada, and Paul Davidson, president of Universities Canada, on looking ahead at Canada's economic and social recovery.

June 15, 2020: Along with Ian Mishkel, vice-president, university advancement and alumni relations, I spoke with Naomi Azrieli, chair & chief executive officer of The Azrieli Foundation, about her philanthropic organization's priorities and the values it shares with Ryerson.

June 17, 2020: As a member, I participated in an online meeting of the National Research Council (NRC) to discuss our response to the COVID-19 pandemic.

June 17, 2020: I met online with York University President and Vice-Chancellor Rhonda L. Lenton, University of Toronto President Meric Gertler, and then OCAD University President Sara Diamond. We discussed coordinating the efforts of the four Toronto universities to work with the federal government to safely bring international students to our city.

June 18, 2020: I met online with Paul Duffy (Applied Computer Science '89), president of augmented reality company Nextech AR, to coordinate our co-creation of the Ryerson Augmented Learning Experience.

June 19, 2020: I met online with Peter Gilgan, founder and CEO of Mattamy Homes, to discuss my helping him support youth in Kenya by establishing a college there.

June 19, 2020: I participated in a regular board meeting of DMZ Ventures.

June 19, 2020: I participated in a Universities Canada briefing with Abacus Data about surveys the company conducted with students and their parents about plans for the 2020 fall semester.

June 19, 2020: As incoming chair of Universities Canada's finance committee, I participated in a meeting with Universities Canada about my new role.

June 22, 2020: I chaired a regular meeting of executive heads of the Council of Ontario Universities (COU).

June 22, 2020: I participated in an online meeting between fellow presidents of universities and colleges in Canada and the United States who had attended the Harvard Seminar for New Presidents in July 2016. We discussed our experiences dealing with the pandemic.

June 22, 2020: I chaired a regular meeting of the COU.

June 22, 2020: As a member, I participated in a regular meeting of the Brookfield Institute for Innovation + Entrepreneurship's advisory board.

June 24, 2020: Ian Mishkel and I spoke with three representatives of CIBC—President and CEO Victor Dodig; Senior Executive Vice-President and Group Head, Technology, Infrastructure, and Innovation Christina Kramer; and Senior Vice-President and Corporate Information Security Officer Joe Lobianco. We discussed potential collaboration in the field of cybersecurity education.

June 24, 2020: I was a panellist for an online discussion run by the organization We Algerians, attended by Algerian university faculty and students as well as representatives from industry. We discussed how to improve relationships between industry and institutes of higher education in Algeria.

June 25, 2020: I met online with David Lindsay, then president and CEO of the COU, to prepare for a conversation with Ross Romano, provincial minister of colleges and universities, about the Strategic Mandate Agreement 3 (SMA3) for Ontario universities.

June 26, 2020: I participated in a regular meeting of Ryerson's Opportunities Working Group.

June 26, 2020: In my role as chair of the COU, I participated in a consultation about SMA3 with Minister Romano.

June 29, 2020: I spoke with two representatives of Accenture – Senior Managing Director Shannon MacDonald and Principal Director, Talent & Organization (Consulting) Kamran Niazi – about the potential role of consulting firms in helping the postsecondary sector respond to the pandemic.

June 29, 2020: I spoke with Naveed Mohammad, president & CEO of William Osler Health System, about Ryerson's strategy for healthcare education.

June 29, 2020: I participated in a regular meeting of the COU strategy and planning working group.

June 29, 2020: Along with fellow panellists Rhonda Lenton and Queen's University Principal Patrick Deane, I participated in a discussion hosted by Hillel Ontario, in partnership with the Centre for Israel and Jewish Affairs, entitled "Going Somewhere? Campus Life in September." I spoke about Ryerson's strategy to make online learning engaging.

June 30, 2020: I spoke with Alexa Samuels, senior client partner of management consulting firm Arlington Partners, about Ryerson's strategy for healthcare education.

June 30, 2020: I was proud to deliver remarks during Ryerson's virtual Graduation Celebration congratulating the class of 2020 and saluting their commitment and community service.

June 30, 2020: I attended the virtual Graduation Address given by actor, comedian, and Ryerson honorary doctor (2019) Eric McCormack.

June 30, 2020: Along with Chancellor Janice Fukakusa, I held an online Q&A session for members of the class of 2020.

July 3, 2020: I spoke with Navitas North America President and CEO, University Partnerships Brian Stevenson about the details of Ryerson's agreement with his firm.

July 7, 2020: As a member, I attended the third meeting of the Toronto Region Board of Trade's Reimagining Recovery Steering Cabinet.

July 10, 2020: I participated in a COU meeting to discuss upcoming consultations with Minister Romano.

July 13, 2020: Along with Donette Chin-Loy Chang (Journalism '78), I met online with Wayne Purboo, senior vice-president strategy at software company New Relic, and Nigela Purboo, director at the Oakville Hospital Foundation, about their new initiative, Onyx North America, which finds internship, coaching, and mentorship opportunities for Black students.

July 13, 2020: I participated in a consultation between the COU and Minister Romano about reopening postsecondary campuses.

July 14, 2020: I participated in a consultation between the COU and Minister Romano about capital and infrastructure programs.

July 14, 2020: Along with the rest of Ryerson's executive group, I participated in a discussion with Brian Stevenson and other representatives of Navitas about understanding the ways international students are responding to the pandemic.

July 15, 2020: I participated in a joint meeting of internal and external working groups about healthcare education.

July 16, 2020: I participated in a briefing for executive heads of the COU, ahead of a consultation with Minister Romano.

July 16, 2020: I participated in a consultation between the COU and Minister Romano about international students who are being educated in Ontario.

July 17, 2020: Along with many other senior leaders at Ryerson, I participated in a conversation with Senator Wanda Thomas Bernard about anti-Black racism. Hosted by the Office of the Vice-President, Equity and Community Inclusion, the discussion was designed to enable and empower Ryerson's leaders to better support implementation of the recommendations outlined in the Anti-Black Racism Campus Climate Review Report.

July 17, 2020: I delivered remarks for the online release of the Anti-Black Racism Campus Climate Review, during which I announced the Presidential Implementation Committee to Confront Anti-Black Racism.

July 17, 2020: I participated in a briefing for the executive heads of the COU in advance of a consultation with Minister Romano.

July 21, 2020: I participated in a consultation between the COU and Minister Romano on financial sustainability for universities.

July 22, 2020: I was pleased to be the invited guest for the Alumni Webinar "Five Tips to Succeed in Today's Changing Economy," during which I spoke about attributes and skills that I see as being key to personal success.

July 22, 2020: I participated in a consultation between the COU and Minister Romano on corridor funding for universities.

July 22, 2020: Along with Interim Provost and Vice-President, Academic Saeed Zolfaghari, Dean of The Chang School Gary Hepburn, Anver Saloojee, and Glenn Craney, I met online with former Prince Edward Island Premier Wade MacLauchlan, and representatives of the Sunrise Group of consulting companies about potential collaboration with Ryerson involving education in China.

July 23, 2020: As a founding member, I participated in a working session of the Coalition of Innovation Leaders Against Racism (CILAR), during which federal Minister of Innovation, Science and Industry Navdeep Bains delivered remarks.

July 24, 2020: I participated in a roundtable discussion with the founders and fellow supporters of Onyx Canada to discuss the initiative's strategy and implementation.

July 24, 2020: I participated in a special meeting of the executive heads of the COU to discuss the outcome of the preceding week's three government consultations.

July 27, 2020: I met online with former Toronto Mayor Barbara Hall and Toronto Office of Partnerships Director Phyllis Berck to discuss my role as independent adjudicator for the Canada Strong campaign, which collected funds for the families of the victims of Flight 752.

July 28, 2020: I spoke with Tim Rutledge, president and CEO of Unity Health Toronto, about Ryerson's healthcare education strategy.

July 28, 2020: I was a panellist for the First Policy Response web discussion "The Future of Post-Secondary Institutions in a COVID-19 World," during which I spoke about Ryerson's strategy for online engagement and reopening. The other panelists were Alex Usher, president of Higher Education Strategy Associates; Jake Hirsch-Allen, North America workforce development and higher education system lead for LinkedIn; and Fawziyah Isah, vice-president (education) and corporate officer of the McMaster Students Union.

July 29, 2020: I attended a virtual event hosted by the tech festival Elevate, at which Mayor John Tory and Elevate Co-Chair Chris Hadfield spoke, and during which the organization announced its Elevate Social Innovation Exchange, ElevateSIX.

July 29, 2020: Members of the Ryerson Faculty Association executive and I discussed the outcome of a COVID-19 task force survey about how the pandemic is affecting faculty members.

July 29, 2020: Along with Isabelle Mondou, Ryerson's deputy minister champion, I attended a virtual regional roundtable hosted by Universities Canada for university presidents and their champions about coordinating the efforts of the champions in Ottawa.

August 7, 2020: I met online with Minister Romano and Asima Vezina, president and vice-chancellor of Algoma University, to discuss how Ryerson's relationships with Navitas and Algoma can help create additional pathways for international students to attend university.

August 11, 2020: I attended a meeting of Ryerson's opportunities working group.

August 11, 2020: I participated in a consultation between the COU and Minister Romano about the future of learning and prosperity.

August 11, 2020: I met online with Anne Sado, president of George Brown College, to discuss SMA3 strategy.

August 13, 2020: Deputy Minister Mondou and I discussed priorities for the new academic year.

Aug 17, 2020: Along with Vice-President, Administration and Operations Deborah Brown, Vice-President, Equity and Community Inclusion Denise O'Neil Green, and Assistant Vice-President, University Relations Jennifer Grass, I met online with Ryan Glenn, team lead for vulnerable populations and strategic alliances with the City of Toronto's Office of Recovery and Rebuild, to discuss collaborating with the city to help its efforts to recover and rebuild, particularly in the downtown area.

August 18, 2020: I was pleased to shoot a video for the Road to Ryerson Orientation, welcoming students to Ryerson in a unique year.

August 19, 2020: I participated in a meeting of university presidents organized by the McConnell Foundation. We discussed embedding social impact into our strategic plans.

August 20, 2020: Steven Liss, vice-president, research and innovation, and I met online with Waterfront Toronto's CEO, George Zegarac, and chair, Stephen Diamond, to discuss how Ryerson can help with planning for the future of the waterfront.

August 20, 2020: I attended *Neo Normal: A Cultural Reset,* a virtual conference showcasing the forward-thinking work of Ryerson students in the Master of Digital Media program.

August 21, 2020: I attended a debriefing meeting of COU executive heads to discuss our previous consultations with Minister Romano.

August 22, 2020: I was pleased to attend the inaugural graduation ceremony for the Rogers Cybersecure Catalyst's Accelerated Cybersecurity Training program.

August 31, 2020: I was proud to deliver livestreamed remarks welcoming the Faculty of Law's inaugural cohort and encouraging them to explore their own innovative ideas in a supportive environment.

August 31, 2020: As a member of the NRC, I attended the council's information session on the strategy underlying the federal government's signing of contracts with companies set to produce vaccines upon approval.

August 31, 2020: I met online with Rhonda Lenton and York University Vice-President Advancement Jeff O'Hagan to discuss this year's United Way campaign.

August 31, 2020: I participated in an online orientation session for new members of Ryerson's Board, covering our goals, strategic planning, and fiscal responsibility.

September 1, 2020: As chair of the COU, I chaired a special meeting of the executive committee during which the presidential search committee recommended Steve Orsini as new president and CEO. Later that day, I participated in a special meeting of the COU Council, during which Steve's presidency was approved.

September 1, 2020: I participated in a roundtable meeting of founders and supporters of Onyx Canada.

September 2, 2020: I participated in a university presidents' virtual roundtable hosted by Times Higher Education (THE), in which the role of data analysis to foster better collaboration between universities was discussed. THE's chief data officer, Duncan Ross gave a presentation on the future of his organization's World University Rankings.

September 2, 2020: I was pleased to give remarks at a virtual Board social, during which we welcomed Tony Staffieri as Ryerson's new chair.

September 3, 2020: During the virtual International Student Services Welcome Party, I was pleased to welcome international students to Ryerson and to encourage them to explore new cultural connections.

September 3, 2020: I participated in a working session of CILAR that continued the conversation started on July 23.

September 8, 2020: Along with Mayor John Tory, I participated in the pre-taping of a ribbon-cutting ceremony for the law school's virtual opening event, to be broadcast on September 30.

September 8, 2020: As a member, I attended the third meeting of the Toronto Region Board of Trade's Reimagining Recovery Steering Cabinet.

Ryerson University

Office of the General Counsel and
Secretary of the Board of Governors

MEMORANDUM

To: Members of the Board of Governors

From: Julia Shin Doi, General Counsel, Secretary of the Board of Governors and University Privacy Officer

Subject: Report from the Secretary

Date: October 1, 2020

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1. Board Welcome Coffee

The Board of Governors' annual social, Board Welcome Coffee, was held via Zoom on September 2, 2020. The annual social provided Board members and senior administrators an opportunity to get to know the Chair of the Board and launch the new Board year.

It was a very successful virtual event. Thank you to Board member, Ryerson University alumna, and award-winning journalist Marci Ien who interviewed our Chair, Tony Staffieri, and Board members, Catherine Paisley, Andrew McKee, David Porter and Rob Graham. Thank you also to Board member, Executive Director, Student Affairs, Jen Gonzales, for facilitating a fun trivia game developed by the Board Secretariat team.

2. Orientation for New Board Members

Orientation for new Board Members took place on August 31, 2020. The President, Chair of the Board, and Secretary of the Board met with new Board members to provide an overview of Ryerson University's core business and to explain how Board members can engage with strategic planning while supporting goals and vision. The orientation materials are posted on Diligent.

Here are links to key documents for your information:

2020-2025 Academic Plan:
https://www.ryerson.ca/provost/strategic-plans/academic-plan/
Strategic Mandate Agreement:
https://www.ryerson.ca/provost/strategic-plans/strategic-mandate-agreement/
Mission Statement:
https://www.ryerson.ca/university-planning/accountability-gateway/mission-statement

3. Governance Essentials Training

The Governance Essentials Training program provides Board members with an introduction to corporate governance and financial oversight at the University. All Board members are welcome to attend the following training sessions. Participants who attend all the training sessions will be awarded a certificate of completion. The training materials will be posted on Diligent in the Resource Centre.

Pension Literacy	October 8, 2020	1:00 p.m. to 3:00 p.m.
Financial Literacy Module 1	October 23, 2020	10:00 a.m. to 12:30 p.m.
Research and Innovation	October 26, 2020	2:00 p.m. to 3:00 p.m.
Equity, Diversity and Inclusion	December 1, 2020	1:00 p.m. to 2:30 p.m.
Marketing and Advancement	January 19, 2021	12:00 p.m. to 2:00 p.m.
Financial Literacy Module 2	February 2, 2021	12:00 p.m. to 1:30 p.m.
Sexual Violence Policy	February 16, 2021	12:00 p.m. to 2:00 p.m.
Introduction to Performance Measurement	February 24, 2021	12:00 p.m. to 2:00 p.m.

Ryerson University

BOARD OF GOVERNORS MEETING
October 1, 2020

AGENDA ITEM: Annual Board and Committee Assessment Executive Summary 2019-2020

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: 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.

This year, nineteen Board members provided their feedback. Their responses were very favourable and their comments were constructive. The responses indicate that the Board members understood their responsibilities, developed an understanding of the university and its complexity, appreciated opportunities to engage with other Board members and management, and received sufficient orientation and governance training.

Board members asked about discussion protocols at various committee and Board meetings. One of the ways that Board members can contribute is to participate in discussions at the committee level. The materials presented at Board meetings for decision-making are normally presented at the committee level first. Board members are encouraged to have robust discussions during committee meetings so that the decisions made at Board meetings are timely. Generally, all Board members are invited to committee meetings.

Board members are encouraged to contact the Secretary directly for assistance in advance of meetings to facilitate the provision of any additional information that might be helpful.

PREPARED BY:

Name: Julia Shin Doi, General Counsel, Secretary of the Board of Governors and University Privacy Officer
Josie Lee, Director, Administration and Operations
Date: September 18, 2020

BOARD GREETINGS – I am pleased to welcome new and returning members of the Board of Governors. Mindful of the great challenges the pandemic has posed to our university and community, we embark on the 2020–21 academic year with a feeling of hope that is bolstered by our spirit of collaboration and our collective resilience.

New Ventures

On September 2, our Faculty of Law opened its doors—virtually, for now—to its diverse inaugural class of 170 future jurists. The Ryerson Venture Zone in Brampton officially opened on September 9 to foster community among entrepreneurs at a distanced time. The Ted Rogers School of Management launched its PhD in Management, and the Daphne Cockwell School of Nursing's new PhD program in Urban Health is now accepting applications; it will welcome its first cohort in 2021.

Remote Teaching

The Keep Teaching Taskforce (KTT), which has played a vital role in preserving continuity in courses and delivering online exams since the advent of the pandemic, has helped instructors adapt courses for remote delivery. Spearheaded by Kelly MacKay, Vice-Provost, Academic, the taskforce's members are leaders from the Office of the Vice-Provost, Academic; the Centre for Excellence in Learning and Teaching; Computing and Communications Services; the Chang School of Continuing Education; and the Ryerson University Library.

A key member of KTT, the Library continues to support faculty online instruction byway of a virtual reference services program, in-depth research appointments for students to help them build essential digital research skills, expanded accessibility support, a significant increase in copyright intellectual property education, and the inclusion of embedded Librarian support in D2L course shells. Further, among the units' contributions, The Chang School has created an online course-mapping tool to help instructors organize their thinking as the first step in developing or redeveloping a course to be delivered online.

Throughout Ryerson's faculties, instructors are finding inventive ways to engage students online. At the Faculty of Communication & Design (FCAD), Prof. Alexandra Bal's New Media course Creative Processes uses the video game Minecraft to encourage students to connect, communicate, and collaborate in a virtual maker space. Prof. Steve Daniels has shipped robot kits across North America and beyond to offer remote maker experiences to students in the course Introduction to Tangible Media. Over the summer, the Ted Rogers School of Management (TRSM) hired an eight-member "SWOT (Supporting Wonderful Online Teaching) team" of co-op students to train instructors, offering 200 private sessions to help with Zoom, D2L, and Video Content Creation.

Remote Learning and Orientation

In addition to the successful #RoadtoRyerson Orientation program (please see the entry below), faculties created their own innovative ways to welcome students and ease the transition to university life and remote learning. The Faculty of Law created an expansive two-month orientation program, followed by a one-week intensive course, to provide students with professional development skills and prepare them for the coming year. TRSM offered summer activities and a Pre-Orientation Program (POP) through which staff engaged with students and their parents. To create social and learning communities, the School has assigned first-year students to "TedPack" groups of about 45 that share class schedules and online discussion fora. The Faculty of Arts launched a special offering of the course "Learning and Development Strategies: Thriving in Action" to teach tools and strategies for studying online and preserving wellbeing. The Faculty of Community Services created a virtual "Frosh Zone" online with two weeks of programming and over 40 events, as well as a virtual "Hang-Out Zone," welcoming 1,200 incoming students.

Enrolment

Early data indicates that enrolment is on track to meet our targets. September undergraduate enrolments at the start of classes are above target for both domestic and international students. Further, with all continuing education courses online, fall term enrolment at the Chang School of Continuing Education is higher than the 2019 fall term. Final enrolment numbers will be available this November.

On Campus

Prior to the start of the year, 334 students moved into Ryerson's three residence buildings. During the two-day move-in, all public health safety precautions were adhered to by students and their supporters. All students have access to their own individual bathrooms and are encouraged to attend community-building events online and in small groups in-person. There are over 530 students on our residence waitlist for January occupancy, including nearly 2000 international students.

ACADEMIC PLAN

Despite the sudden challenges Ryerson faced at the onset of COVID-19, we remain on track with the priorities we outlined in the 2020-25 Academic Plan.

Student Experience – The university community came together quickly to ensure that students were able to complete the winter 2020 term. Thanks to preparation over the summer, the fall semester promises to uphold the high-quality educational and engagement experiences students have come to expect from Ryerson. On September 8, the Student Learning Centre (SLC) reopened at a reduced capacity to provide students with distraction-free space and reliable internet to attend online classes or to study. It is also serving as an accessible hub for student services, such as Academic Accommodation Support and the Centre for Student Development and Counselling. In addition, the Library is refreshing its study spaces, including investing in soundproof group study rooms to support students' collaborative learning and academic work.

SRC and Graduate Studies – A total of 47 projects across medical, social and policy countermeasures COVID-19 research, including the Ryerson projects, are being supported by $27 million in funding. Further, Ryerson researchers are developing a computer simulation to help hospitals manage staff workloads and care levels, including the creation of a tool that predicts how different severities of the COVID-19 outbreak and associated safety procedures can impact hospital workforces.

Advancing Indigenous Initiatives – Ryerson has welcomed 16 new Indigenous faculty members over the last two academic hiring cycles, which is instrumental in finding meaningful ways to embed Indigenous thinking, ideas and experiences into the university's curriculum. Also, the Library is updating archival descriptions to name instances of discrimination, to contextualize records and to use descriptive language that respects the people and events represented in the material. Finally, Ryerson's annual Pow Wow ceremony took place at the end of September, and was accompanied by a week-long series of virtual educational events and workshops for the community.

Innovation: Challenging the Status Quo – Ryerson's Creative Technology Lab produced 10,000 face shields for front-line workers by developing an origami-inspired design that uses a laser cutter instead of a 3D printer. This took production time for one face shield from four hours to 35 seconds.

Community and Urban Partnerships – Via the university's Student Wellbeing department, Ryerson has been invited to participate in several key healthcare system reform activities that are underway in the downtown east neighborhood. The Library has also partnered with the Office of Social Innovation on their annual Free School program. The theme, developed last year, is Rethinking Archives. The program is being delivered virtually, and will feature discussions with exceptional guest speakers who will provide thought-provoking lectures on the challenges and opportunities of working with and collecting archival materials.

APPOINTMENTS

Roberta Iannacito-Provenzano has been appointed vice-provost, faculty affairs effective August 1, 2020. She has also been appointed to the Faculty of Arts as professor of Languages, Literatures and Cultures. Roberta joins us from York University, where most recently she was associate dean of faculty affairs in the Faculty of Liberal Arts & Professional Studies. In this position, she oversaw faculty hiring, recruitment, complaints, and grievances; led renovations that ensured accessible spaces in departments; and organized and facilitated workshops for faculty and staff on topics such as accessibility in academia, sexual violence response, and Indigenizing curricula. Previously at York, she was associate dean of programs in the Faculty of Liberal Arts & Professional Studies and chair of the Department of Languages, Literatures and Linguistics. Roberta holds a PhD from the University of Toronto and a Certificate in Dispute Resolution from York University.

Daniel Draper has been appointed executive director, faculty relations, effective September 1, 2020. With over 10 years of experience in labour and faculty relations, as well as human resources policy development, analysis and implementation, Daniel joins us from the University of Guelph, where he was the director of faculty and academic staff relations. At Guelph, Daniel directed grievance and arbitration processes for three bargaining units covering approximately 2,000 employees, led collective bargaining and the development and roll-out of new terms and conditions of employment for postdoctoral fellows. A passionate advocate for equity, diversity and inclusion, Daniel also co-founded an employee resource group for LGBTQIA+ faculty and staff, and is leading the creation of a Positive Space Program at Guelph to increase visibility and awareness of LGBTQIA+ issues. Prior to this, Daniel was the manager of faculty and academic staff relations at Guelph and the interim executive director at the Carleton University Academic Staff Association. He will soon hold a Master of Laws in Employment and Labour Law from York University and also holds a Master of Industrial Relations from Queen’s University.

Isaac Garcia-Sitton has been appointed the inaugural executive director of International Student Enrolment, Education & Inclusion effective Sep. 7, 2020. In this new role, Isaac will report to the vice-provost, students; lead policy, planning, infrastructure, and operations; and work to drive increased international enrolment and retention of students, with the aim of positioning Ryerson as a premier urban international university. He joins us from York University, where he was the director of International Education and the York University English Language Institute in the School of Continuing Studies. Under his leadership, the Institute became the largest university provider of academic English programming in Canada. Previously, he was senior manager, language and intercultural communication in the School of Continuing Studies at McGill University, and prior to this, a diplomat for Panama. He holds an MBA from Lindenwood University and is pursuing a PhD in Education: Language, Culture and Teaching at York University. In September, he was announced as one of the 2020 winners of the RBC Top 25 Canadian Immigrant Award.

TENURE-STREAM HIRES

We’re pleased to share that Ryerson has approved 99 new tenure-stream positions and has completed the hiring of 71 tenure-stream faculty members. Of this group, 57 joined us this September and the remainder will begin their roles during the next academic year. In addition, we welcome 13 new limited-term faculty members to the Ryerson community this year.

CONGRATULATIONS

J-Source, the media publication based at FCAD, has won the inaugural Michener – L. Richard O'Hagan Fellowship for Journalism Education, which supports public service journalism. Along with her team, editor-in-chief Sonya Fatah, a journalism professor at Ryerson, will use the $40,000 prize to create the Canada Press Freedom Project, a database for monitoring press freedom violations in Canada.

Mario Silva, Law & Business Distinguished Fellow at the TRSM, has been named a vice-chair of the Human Rights Tribunal of Ontario. He is one of seven full-time vice-chairs of the tribunal, which resolves claims of discrimination and harassment brought under the Ontario Human Rights Code.

PARTNERSHIPS

Navitas – In August, Ryerson announced its long-term strategic partnership with Navitas, a global higher education organization, that will broaden international education on campus and expand learning opportunities for international students. The 10-year partnership will help Ryerson grow and diversify its international student population; improve international students' academic outcomes; broaden the university's international programs and services; and enhance its global reach and reputation. The cornerstone of this partnership is the introduction of a pathway program for international students designed to ease the transition to a Canadian university environment and to prepare them for academic success. To be known as Ryerson University International College (RUIC), the program will comprise academic course content, study skills development, and wraparound social and academic support systems. RUIC will extend the Ryerson brand into key countries worldwide through Navitas' extensive network of marketing staff in over 30 global offices.

Augmented Learning – Ryerson has partnered with Canadian augmented reality company NexTech AR Solutions to devise Ryerson Augmented Learning Experience. Based on NexTech's technology InfernoAR, the platform will enable first-year students in biology, chemistry, and physics to participate in virtual labs involving real-time collaboration with lab partners and technicians, as well as interactive videos and AR lab exercises accessible from home.

EVENTS & INITIATIVES

Get Ryerson Ready – To ease the transition to university for incoming students, Ryerson Student Affairs has set up the website Get Ryerson Ready at ryerson.ca/studentlife/get-ryerson-ready. Using the D2L learning management system, the site offers online learning programs, including live mini-lectures by Ryerson professors; links to Faculty, Program, and Peer Support events and resources; orientation for parents, friends, and supporters; and matching with trained upper-year peer mentors.

RU4U – The Office of the Vice-Provost, Students has set up the website RU4U as a hub for valuable information and resources to help all Ryerson students navigate the academic year ahead. It directs students to programs, resources, and supports related to orientation, housing and residence life, athletics and recreation, student wellbeing, international student support, the office of the registrar, student affairs, and the Ryerson Library. The site can be found at ryerson.ca/ru4u.

Business Innovation Hub – A group of students affiliated with the Ryerson Entrepreneur Institute (REI) has launched the initiative Business Innovation Hub (BIH), designed to help small- to medium-sized businesses cope with the impact of the pandemic. Working with four faculty advisors, the team of six co-op students provides "risk-free" services whose only charge is a donation to TRSM if the client is satisfied with their value. The services offered by the BIH include marketing to young audiences; website analytics; video production and editing; and assistance with government grants, e-commerce stores, and scheduling curbside pickup delivery. The BIH is working with clients in diverse industries and aims to continue providing its services throughout the post-pandemic recovery.

Indigenous Public Art – The Ryerson Library has unveiled a nearly 160 square-foot public artwork by Ojibwe photographer Nadya Kwandibens over its west entrance. The work is a portrait of Tee Lyn Duke, a member of an Anishinaabe dance troupe, wearing her regalia at Spadina station during rush hour. The artwork's display emerges from the university's commitment to increasing Indigenous visibility and celebration on campus, educating the Ryerson community about Indigenous issues, and inspiring meaningful conversations. It also commemorates the university's ongoing engagement with the annual Native American Indigenous Studies Association (NAISA) conference, the 2020 edition of which was supposed to have been held in Toronto, but was cancelled due to the pandemic. The work's presence illustrates Ryerson's lasting commitment to the Indigenous education the conference promotes and provides.

Black Lives Matter Panel – On June 18, Donna E. Young, dean of the Faculty of Law, hosted and moderated the virtual panel "Black Lives Matter: State Power and the Breaking of the Social Contract." Panellists included Community Services professor Annette Bailey; Law and Criminology professor Graham Hudson; litigator Shawn Richard, who is past president of the Canadian Association of Black Lawyers; and Kiké Roach, Unifor National Chair in Social Justice and Democracy. Among the topics covered were systemic racism experienced by Black people in Canada; the questions Black people should be asking and the demands they should be making of leaders; and the role Ryerson law students can play in addressing the issues. Mindful of the incoming law students in virtual attendance, the panellists called on them to take into account the moral, political, and cultural contexts in which they will be learning and, eventually, practicing, and to seize their opportunity to effect change.

Registrar's Office Contributions – During the week of July 13, the Office of the Registrar, along with a team of 20 staff and student volunteers, printed, packaged, and sent by courier 7,700 diplomas for graduates from the Class of 2020. This year, the traditional parchment diplomas were preceded by secure, verified digital certificates, devised by the Office of the Registrar in collaboration with Computing and Communications Services, and other departments across the university. Other changes and innovations made by the Office of the Registrar to keep Ryerson on track during the pandemic have included moving the ServiceHub to operate fully via email and telephone—which involved launching a new remote call centre and a live chat feature; hosting virtual open houses and virtual receptions for applicants; and hosting webinars for newly admitted students.

Virtual Orientation – Between August 24 and September 7, Ryerson hosted a unique orientation "week" with over 100 events taking place over 14 days—supporting healthy screen time and enabling new students to explore the breadth and diversity of what the university community has to offer. This year's #RoadtoRyerson encompassed over 420 virtual events, including a virtual campus job fair, a virtual Ryerson's Got Talent competition, a virtual body positivity fashion show, a concert series hosted on Zoom, and a virtual dance party. In total, 5,694 returning students attended orientation online, which often successfully connected them across great distances. Orientation events were organized by the Student Life & Learning Support team in collaboration with campus groups, student societies, and the Office of Vice-Provost, Students.

Interactive Legal Innovation – On September 15, the Legal Innovation Zone (LIZ) launched Sprint Studio, a free, 12-week entrepreneurship program run online to help early-stage startups from around the world develop market-ready products. The program presents the third stage in the LIZ's four-part set of programs designed to get legal tech entrepreneurs from the idea stage to the market. Sprint Studio follows the second stage, Concept Framework, which ran its first two cohorts from January to June, with participants from Europe, Asia, Africa and across North America. The new program is designed to help its participants learn how to discover a core audience, pitch to investors, sell their products and hire the right team members to drive growth. It involves marketing and sales coaching, one-on-one mentorship, virtual sessions with industry experts, and at the end, a virtual Demo Day.

Reporting on Race – This fall, journalist and author Eternity Martis (MJ '16) is teaching the course "Reporting on Race: The Black Community in the Media" at the School of Journalism. The course, which will be the first of its kind in Canada, was inspired by a petition started by graduate journalism students who pointed out how the underrepresentation of visible minorities in Canadian media organizations negatively affects the ways stories about the Black community are reported and presented. The course will address topics such as Black history in Canada (including slavery), media stereotypes of Black people, and critical issues affecting the Black community (including justice and the pandemic).

Board of Governors Meeting

October 1, 2020

Saeed Zolfaghari
Interim Provost and Vice-President, Academic

Ryerson University

Faculty Initiatives

- Several initiatives developed to enhance remote learning
- **Ryerson Augmented Learning Experience**
- Indigenous course/curriculum development
- New doctoral programs

Ryerson University

Faculty/Instructor Supports

- Centre for Excellence in Learning and Teaching
  - Workshops
  - Remote Teaching webpage
- Keep Teaching Taskforce
- Continued support from the Ryerson Library

Ryerson University

Enrolment Update

- On track to meet or exceed targets

- September undergraduate enrolment:
  - **Domestic students – above target**
  - **International students – above target**

- Chang School fall term enrolment **higher than Fall 2019**

- Final enrolment numbers available in early November

Ryerson University

Academic Plan Priorities On Track

- Student Experience
- Scholarly, Research and Creative Activity, and Graduate Studies
- Advancing Indigenous Initiatives
- Innovation
- Community and Urban Partnerships

Ryerson University

New Appointments

- **Roberta Iannacito-Provenzano**
  Vice-Provost, Faculty Affairs

- **Daniel Draper**
  Executive Director, Faculty Relations

- **Isaac Garcia-Sitton**
  Executive Director, International Student Enrolment, Education and Inclusion

- **99** new tenure-stream positions and **71** tenure-stream faculty members hired

Ryerson University

Thank You

Ryerson University

Ryerson Law Update

Ryerson University

Faculty of Law

A new kind of law school has arrived

October 2020


Ryerson University
Faculty of Law
Ryerson Law
Set a new precedent
Ryerson University
Faculty of Law
GRAND OPEN
NG

Our Pillars

We are committed to:

1. Equity, diversity, and inclusion
2. Greater access to justice
3. Innovation and entrepreneurship in the field of law
4. Academic excellence with pedagogical innovation

We are reimagining law school to create a new kind of lawyer who is technologically savvy, equipped with diverse work experience, and driven to expand the reach of justice.

Our Priorities

- Building a generation of adaptive lawyers to meet the demands of an evolving tech-based economy:
  - Rigorous and integrated practice curriculum
  - Track record of innovation and entrepreneurship
  - Foundational principles of equity, diversity, and inclusion

- To deliver on our vision, we will focus on attracting the right people (high-calibre students and top scholars with leading-edge research), and on offering the right curriculum (an integrated approach to legal studies)

Faculty

Faculty by the Numbers

5 New Hires

2 Transfers from TRSM

10 Cross Appointments

17 Total Inaugural Faculty

We look forward to growing our faculty to support our program's growth.

Ryerson University Faculty of Law

Law Faculty

2020-2021

Sari Graben,

Associate Dean Academic, Research & Graduate Studies

Environmental Law; Aboriginal Law; Gender and the Law; Resource Development

Avner Levin

Professor

Law and Technology; Privacy Law; Cybercrime; Legal Regulation

Law faculty

2020-2021

Hilary Evans Cameron

Assistant Professor

Clinical legal education; Refugee Law; Administrative Law; Logic and Reasoning; Memory, Risk Perception, Lie Detection.

Scott Franks

Assistant Professor

Aboriginal Law; Indigenous Legal Orders & Constitutionalisms; Critical Indigenous Legal Theory; Indigenous & Interdisciplinary Research Methodologies; Criminal Law & Procedure; Administrative Law; Judicial Reasoning & Decision-making; Legal Ethics & Professionalism

Law faculty

2020-2021

Kathleen (Katie) Hammond

Assistant Professor

Science and Technology Law; Health Law; Family law; Feminist Legal Theory; Socio-legal Studies; Social Justice; Ethics

Angela Lee

Assistant Professor

Law and Technology; Food and Agriculture Law; Environmental Law and Justice; Animal Law; Innovation Policy; Feminist Legal Studies; Critical Race Studies; Socio-legal Studies

Law faculty

2020-2021

Alexandra Mogyoros

Assistant Professor

Intellectual property; Law and Technology; Corporate Governance; Constitutional Law; Property Law; Legal Theory

Admissions

Admissions by the Numbers

Ranked **#2** in Ontario for application to intake ratio

1,953 Applications received

170 Students matriculated

91 Female, **69** Male, **10** Non-binary

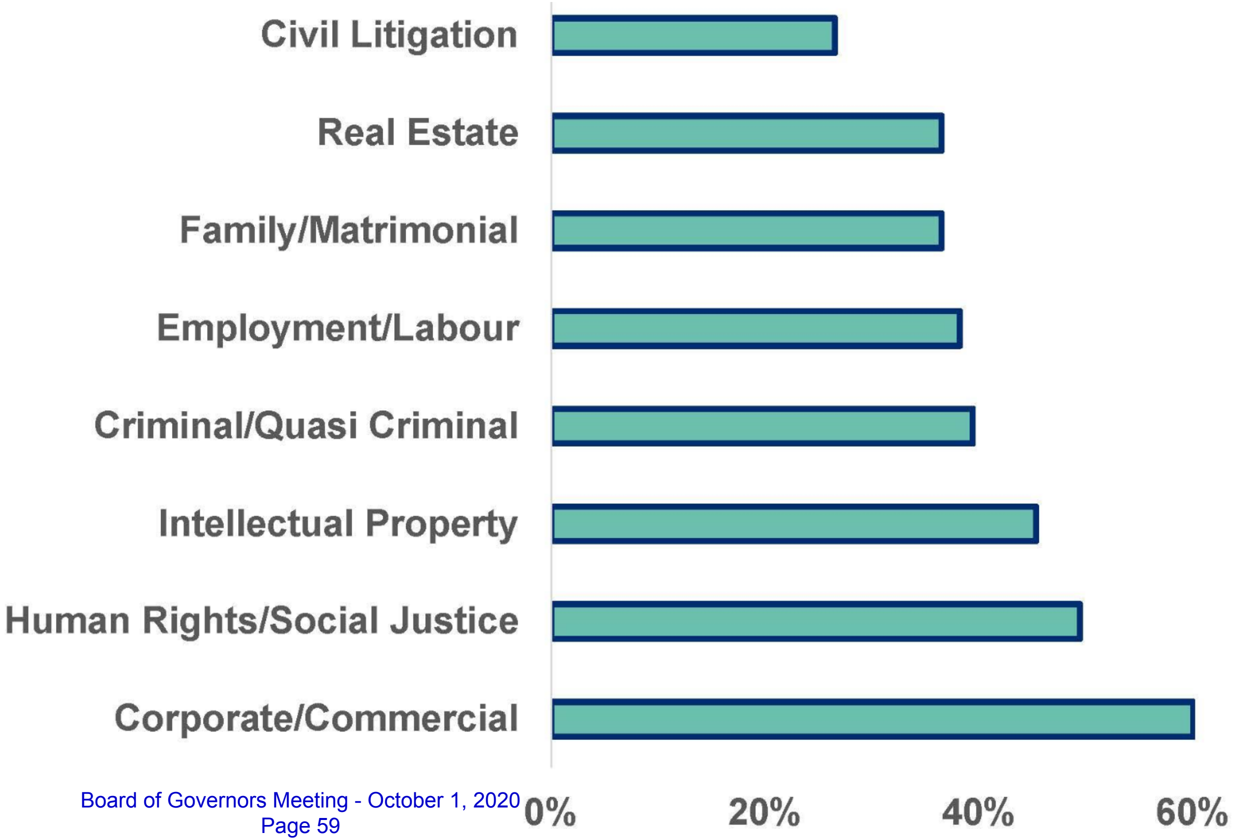
50% Racialized Students

5 Indigenous Students

Majority of students hail from **ON**, rest from **AB, BC, QC, MB**

Students

Students: Desired Areas of Law Practice



Ryerson University Faculty of Law

Students: Orientation

Our two-month orientation program was designed to:

- facilitate connections between students in our inaugural class and build community
- introduce students to faculty, staff, alums, lawyers, judges, and other members of the legal profession
- prepare students for the study of law

Ryerson University Faculty of Law

Innovative Curriculum

Fall Semester

Ryerson Law Intensive:

- Building a foundation for professional development and success; Career planning, networking, and mentoring; Leadership strategies and tools; Personal Development project

Integrated Practice Curriculum Begins:

- One week Intensive; 5 Courses; 3 Sections; 9 faculty; 14 co-teachers
- Limited in-person classes available for two out of three sections of Property Law and Tort Law.

Ryerson University Faculty of Law

Law School Space

Law School Space

- Ryerson Law School (24,000 ft^2) is temporarily located on the fourth Floor of the Podium Building
- The space includes **5** Classrooms, **35** Offices, and the Law Library which contains **16,000** monographic titles
- We look forward to finding a permanent home!

Ryerson University

Faculty of Law

Aird & Berlis LLP

Bereskin & Parr LLP

Blake, Cassels & Graydon LLP

The Criminal Lawyers Association

Daoust Vukovich LLP

De Francesca Law

Tanya De Mello

The John C. and Sally Horsfall Eaton Foundation

Mitch, Leslie, Joshua & Jordan Frazer

Gardiner Roberts LLP

Jordana H. Goldlist

Omar Ha-Redeye

Hicks Morley Hamilton Stewart Storie LLP

The Law Foundation of Ontario

Angela Lee

Lenkinski, Carr & Richard LLP

Lexis-Nexis Canada Inc.

McCarthy Tétrault LLP

Nadir & Shabin Mohamed

Andrew & Valerie Pringle

Dr. Anver Saloojee

Tom Schneider

Torys LLP

Alex Wellington

Peter Wilson & Janet Vickers Wilson

Patricia, Robert, Donna & Gordon Young

Fundraising

Fundraising and External Support

- Over **130 external networking and fundraising meetings** since January 2020
- Nearly **$1,500,000** secured to date (incl. matching funds) in scholarships, awards, and prizes
- At least **$1M** in additional funds anticipated to be secured by December 2020
- Awarding over **$180,000** to **27** students this academic year
- Meetings scheduled with **8 law firms** in the next 6 weeks
- Potential new development projects related to: **Racial Justice, Indigenous Law, Legal Tech** initiatives, student support and experience opportunities, and **Law Library** priorities for prospective donors

Ryerson University Faculty of Law

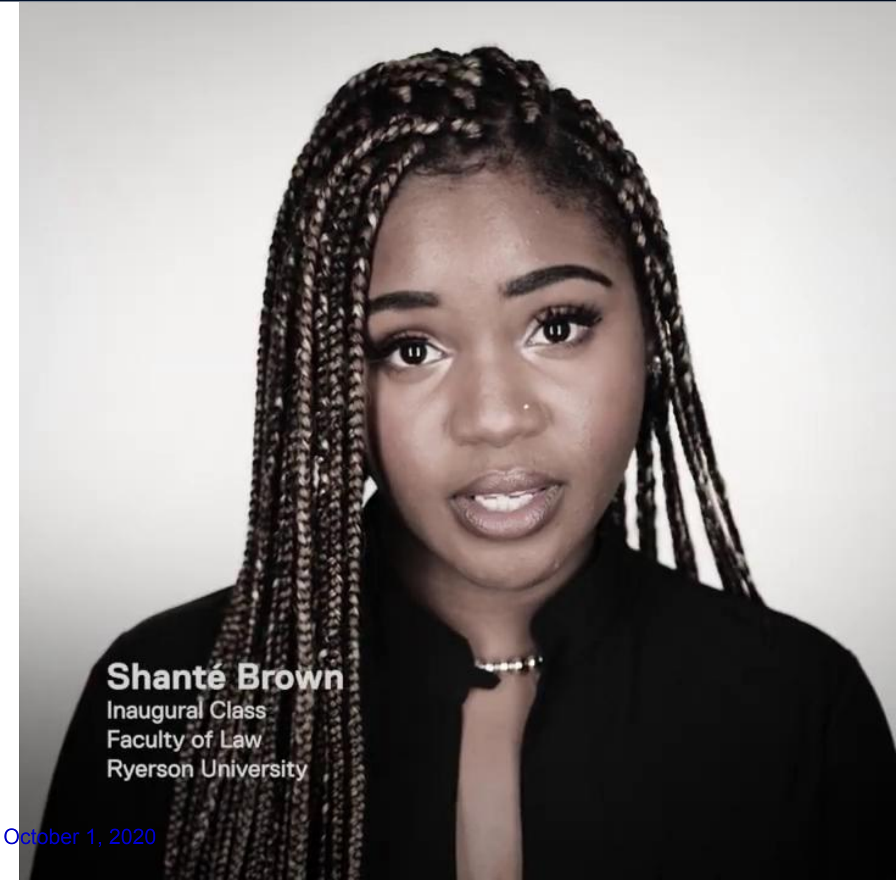
Recruitment Campaign

Recruitment Campaign

- Fall 2020 Recruitment Outreach is underway. Student Experience and Engagement team participating in **20+ virtual recruitment events**.

- **Social Media campaign** launched (Facebook, Twitter, Instagram) in August has been well-received and is performing well.

Ryerson University Faculty of Law



Faculty of Law Team

Faculty

Asher Alkoby
Pnina Alon-Shenker
Idil Atak
Timothy J. Bartkiw
Hilary Evans Cameron
Scott Franks
Sari Graben
Peter Halewood
Kathleen Hammond
Graham Hudson
Gil Lan
Angela Lee
Avner Levin
Alexandra Mogyoros
Alexandra Orlova
John Papadopoulos
Kernaghan Webb
Alex Wellington

Instructors

Imtenan Abd-el-Razik
Gina Alexandris
Amy Clark
Sarah Colgrove
Omar Ha-Redeye
Laleh Hedayati
Allison Hines
Nick Iannazzo
Jennifer Leitch
Sherry Levitan
Faisal Mirza
Anthony Navaneelan
Hersh Perlis
Alyia Ramji
Anthony (Shawn) Richard
Andre Serero
Ian Speers
Maanit Zemel

Administration

Dana Alexander
André Bacchus
MaryClaire Brooks
Erika Ellis Buchanan
Tanya (Toni) De Mello
Krista Effer
Denise Matchett
Sharmaine McKenzie
Steven Nguyen
Rekha Sadasivan
Leanne Shafir
Felicia Singh
Khadija Tarsimi
Amiga Taylor
Donna Young

Thank You

Ryerson University

Roberta Iannacito-Provenzano - short form bio

Roberta Iannacito-Provenzano has been appointed vice-provost, faculty affairs effective August 1, 2020. She has also been appointed to the Faculty of Arts as professor of Languages, Literatures and Cultures. Roberta joins us from York University, where most recently she was associate dean of faculty affairs in the Faculty of Liberal Arts & Professional Studies. In this position, she oversaw faculty hiring, recruitment, complaints, and grievances; led renovations that ensured accessible spaces in departments; and organized and facilitated workshops for faculty and staff on topics such as accessibility in academia, sexual violence response, and Indigenizing curricula. Previously at York, she was associate dean of programs in the Faculty of Liberal Arts & Professional Studies and chair of the Department of Languages, Literatures and Linguistics. Roberta holds a PhD from the University of Toronto and a Certificate in Dispute Resolution from York University.

Ryerson University

BOARD OF GOVERNORS MEETING
October 1, 2020

AGENDA ITEM: Ryerson Graduate Students' Union Referendum Proposal

STRATEGIC OBJECTIVES:

___ Academic
X__ Student Experience
___ Space Enhancement
___ Reputation Enhancement
X__ Financial Resources Management
___ Compliance (e.g. legislatively required)
___ Governance

ACTION REQUIRED: Approval

SUMMARY:

The Ryerson Graduate Students' Union ("RGSU") is seeking approval from the Board to hold a referendum among graduate students, asking for their support to create a levy to fund the work of the RGSU and an optional health plan that is specific to graduate students.

The proposed RGSU fee of $123.84 would replace the current RSU membership fee of $99.76 for graduate students (a $24.08 increase). An optional RGSU healthcare plan of up to $650 per year would replace the RSU optional healthcare plan of $340.00 per year for full-time graduate students.

BACKGROUND:

Graduate students at Ryerson were represented by the Ryerson Students' Union ("RSU") until the spring of this year. In an RSU referendum held in April 2020, RSU members voted in favour of the removal of graduate students from the RSU membership and the creation of the RGSU, an independent student government that will represent graduate students at Ryerson. The RSGU was incorporated in July.

Currently, graduate students are still paying membership fees to the RSU. To reflect the change in membership to the RGSU, the RGSU is seeking approval for a referendum to allow for the RGSU to collect an annual membership fee of $123.84 from full-time graduate students directly, and fees would be pro-rated for part-time graduate students. They are also seeking to move to a new opt-in health-care plan that better reflects the specific needs of graduate students at the cost of up to $650.00 per year.

RGSU executives have been working with the Office of the Vice-Provost, Students (“OVPS”), to finalize their budget and determine the membership fee's proposed amount to support planned operations. In support of their operations, the RGSU has had discussions with the RSU and the Continuing Education Students' Association of Ryerson (“CESAR”) to ‘buy-back’ certain support services for graduate students that those unions already provide to the student body. Both organizations have indicated willingness to discuss such an agreement in the event of a successful referendum result. The RGSU has also received quotes from insurance companies in respect of the proposed healthcare plan and will negotiate the formal plan after a successful referendum result.

The RGSU has provided to the University by-laws, financial policies, and budget documents that demonstrate that they will be able to operate responsibly, independently and deliver promised services to graduate students.   As such, the Office of the Vice-Provost Students supports the referendum proposal.

The Board Referendum Procedures require any increase in the fees students pay to the RSU or CESAR be subject to a referendum and that the referendum question is approved by the Board. While the Referendum Procedures do not contemplate the RGSU, the Board is being asked to consider and approve the referendum question in the spirit of the Procedures.

If the Board approves the referendum question, the Election Procedures Committee will be asked to approve a referendum for early November.   If the referendum is successful, Ryerson will pursue a new operating agreement with the RGSU and implement the fee in the next academic year (September 2021).

Please see the attached document for more information.

COMMUNICATIONS STRATEGY: The OVPS will communicate directly with all Ryerson Graduate Students.   Communication related to the referendum will follow the Board’s referenda policies and procedures.

PREPARED BY:
Name: Chris Martin, Senior Research Analyst, Office of the Vice-Provost Planning
Jennifer MacInnis, Associate General Counsel and Assistant Secretary of the Board
Date: September 22, 2020

APPROVED BY:
Name: Jen McMillen, Vice-Provost, Students
Date: September 22, 2020

MEMORANDUM

October 1st, 2020

To: Members of the Ryerson University Board of Governors

From: Jen McMillen, Vice-Provost Students, Ryerson University

Re: Request to hold a Referendum on the creation of a Ryerson Graduate Students' Union fee

---

The Ryerson Graduate Students' Union (RGSU) has requested that the Board of Governors hold a referendum to charge a student fee to Graduates students, beginning in September 2021.

Graduate students are currently represented by the Ryerson Students' Union but have been seeking independent representation in recent years. Graduate students have made their interest in this question known through several separate democratic processes, including successful motions at a 2019 RSU SAGM, a successful result in the 2020 student government selection process, and a successful result on the question of separate graduate student representation in a referendum held at the request of the RSU. Prior to these processes, organizing activity went proceeded for years.

The RGSU has independently incorporated, put forward appropriate by-laws, financial policies, and budget documents that demonstrate that they will be able to operate responsibly, independently and deliver promised services to graduate students. They are also seeking to move to a new healthcare plan that better reflects the specific needs of graduate students.

The RGSU team is seeking differentiated programming, but have expressed a willingness to work with the RSU, CESAR and Ryerson University to ensure students maintain access to certain shared services. CESAR has indicated support, and both CESAR and RSU have indicated that they will work to pursue a collaborative agreement for shared services in the event of a successful referendum.

I am supportive of holding this referendum. If it is successful, Ryerson will pursue a new operating agreement with the RGSU and implement the fee in the next academic year.

Proposed Referendum Question

In an RSU referendum held in April 2020, RSU members voted in favour of graduate students being removed from the RSU membership and the creation of the Ryerson Graduate Students' Union (RGSU), an independent student government that will represent graduate students at Ryerson and charge a student levy to graduate students to support its activities and a health plan.

If successful, the RGSU fee of $123.84 would replace the current RSU membership fee of $99.76 for graduate students. An optional RGSU health-care plan of up to $650 per-year would replace the RSU optional health-care plan of $340.00 per year, for full-time students. These fees would be indexed annually to the Toronto Consumer Price Index, starting in September 2021.

Do you agree to the creation of an annual RGSU membership fee of $123.84 to fund the operation of the Ryerson Graduate Students Union, with an optional healthcare plan of up to $650 per-year, to be paid by all students enrolled in Ryerson graduate programs starting in September 2021, and indexed annually to the Toronto Consumer Price Index?

[] Yes
[] No

DRAFT RESOLUTION

BE IT AND IT IS HEREBY RESOLVED:

THAT the Ryerson Election Procedures Committee be authorized to hold a student referendum, at a time to be determined, for all Ryerson University graduate students to seek approval for the creation of an annual fee of $123.84 for graduate students to support the operations of the Ryerson Graduate Students' Union, and an annual fee of up to $650 to support an optional health-care plan.

THAT the compulsory fee be adjusted annually by the change in the Toronto Consumer Price Index (CPI); and

THAT the specific wording of the referendum question be subject to approval by the Vice-Provost Students.

RGSU | Ryerson Graduate Students' Union

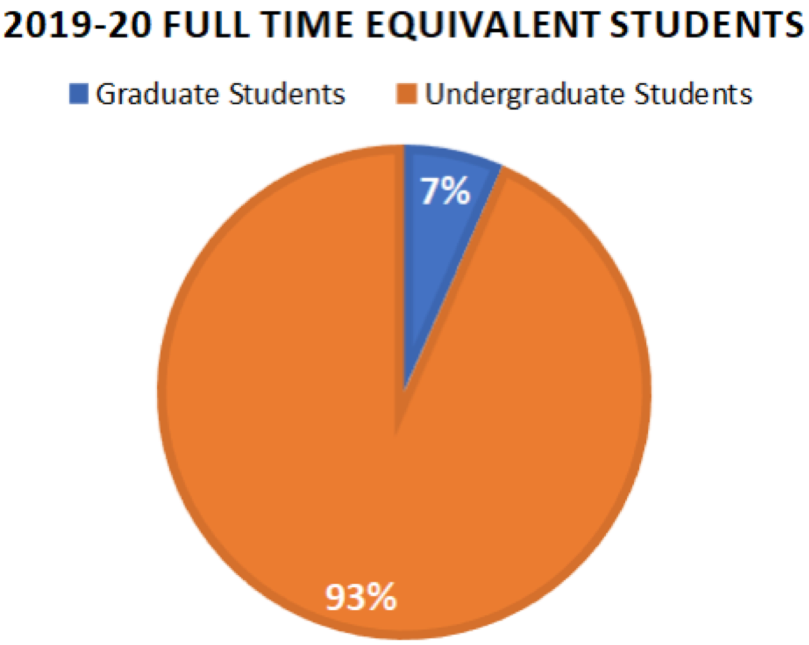
Presented to the Ryerson University Board of Governors

October 1st, 2020

RGSU

Demonstrated Need for the RGSU

- Grad students' needs are different than those of undergrads
  - Research vs. Courses
  - Professional Development vs. Social Events
  - GA ships vs. Career-Boost jobs
  - Social/demographic differences
- Conflict of Interest for GAs or instructors re: RSU involvement
- Only 2 RSU BoD seats occupied by graduate students; implications for graduate student decision-making



Ryerson has ~2386 graduate students… and growing!

Scope & Purpose

- The Ryerson Graduate Student Union (RGSU) is requesting the Board of Governors support a referendum related to graduate student governance.
- All full-time and part-time Ryerson graduate students will be eligible to vote in the referendum.
- The referendum will be on the question of whether the RGSU will:
  - Officially represent graduate students at Ryerson, and;
  - Be able to charge fees to support their operations, and facilitate an independent healthcare plan.

RGSU

Description of Proposed Fee

- The RGSU is a newly formed and **separately-incorporated** student organization that intends to **represent graduate students at Ryerson, offering graduate-centric initiatives, events, campaigns, and student groups**.

- We intend to **offer academic and career support to graduate students**, offering travel grants for conferences, academic and social events, and support for graduate student groups and course unions.

RGSU

Submitted Referendum Question

In an RSU referendum held in April 2020, RSU members voted in favour of graduate students being removed from the RSU membership and the creation of the Ryerson Graduate Students' Union (RGSU), an independent student government that will represent graduate students at Ryerson and charge a student levy to graduate students to support its activities and a health plan.

If successful, the RGSU fee of $123.84 would replace the current RSU membership fee of $99.76 for graduate students. An optional RGSU health-care plan of up to $650 per-year would replace the RSU optional health-care plan of $340.00 per-year, for full-time students . These fees would be indexed annually to the Toronto Consumer Price Index, starting in September 2021.

Do you agree to the creation of an annual RGSU membership fee of $123.84 to fund the operation of the Ryerson Graduate Students Union, with an optional healthcare plan of up to $650 per-year, to be paid by all students enrolled in Ryerson graduate programs starting in September 2021, and indexed annually to the Toronto Consumer Price Index?

[] Yes
[] No

Financial Information

- The RGSU has submitted a total annual fee of **$123.84** per-year in operations and **up to $650** to support an opt-out health plan.
- Collectively, there will be an increase of **$334.08** for graduate students in overall student fees.
- However, only **$24.08** of this increase would be mandatory (the Health Plan would have an Opt-Out provision).
- See the next slide for a detailed budget of the proposed fees.

Preliminary Budget Line	Fee/Student	Yearly RGSU Fees	Description
Career Services	$11.33	$27,037.91	Professional Travel Grants
Student Buildings	$12.23	$29,185.67	Rental costs for RGSU space
Health & Wellness	$11.70	$27,920.88	Equity Services
Academic Support	$35.40	$84,478.56	Student Advocate, Conferences, Academic Travel Grants, Special Project Funding, Course Union Support
Campus Safety	$10.46	$24,961.74	Good Food Centre, Sexual Assault Survivor Support Line
Athletics & Recreation	$2.18	$5,202.35	Athletics programming
General Operations	$24.45	$58,347.48	Honouraria, Programming & Events, Orientation, Campaigns, Promotions & Advertising, Supplies & Meeting Expenses, Emergency Grants, Annual Retreat.
Admin	$16.09	$38,397.18	General Manager
Total	**$123.84**	**$295,531.77**	

RGSU

RGSU Programming and Events

RGSU

Financial Information: Health/Dental Plan

RSU coverage is not sufficient for graduate students

- Focus on paid doctor's notes (5 per year)
- Only one dental scaling per year
- Only RSWs and counsellors included for mental health coverage

RGSU Plan centres graduate student needs for up to $650:

- Increased in dental coverage
  - Four scalings (including root planing) per year
- Increased mental health coverage
  - Includes all therapist options (e.g., psychologists, RSWs, counsellors)
  - Includes access to BEACON (i.e., digital CBT therapy)

*****The plan has yet to be formally negotiated*****

RGSU

Graduate Health/Dental Plans at Other Universities

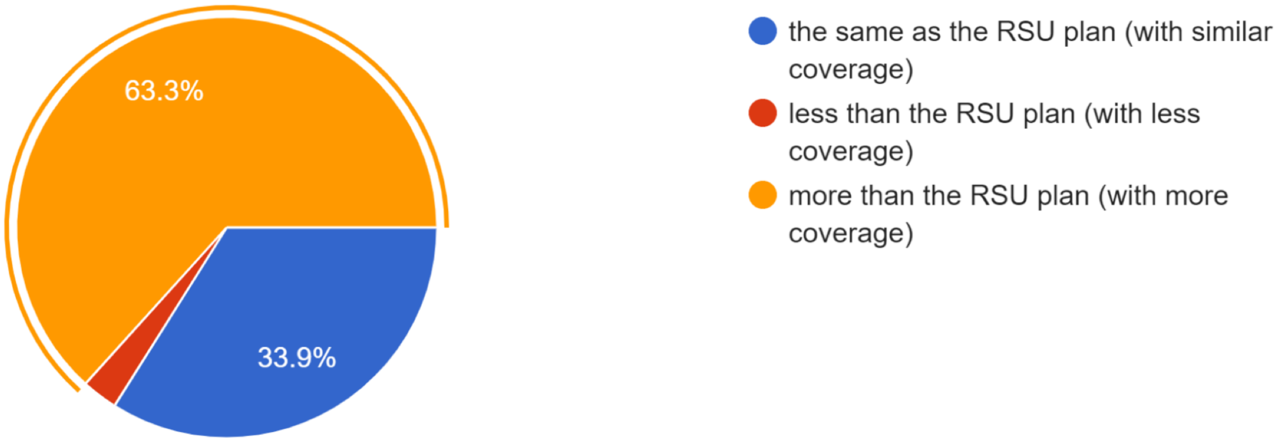
University	Cost	FTE (2019)	Coverage
Brock University	$498.75	1,597 students	• Dental: 25%-70% up to $800 per year (2 scalings per year) • Health: $40 per visit up to $520/year (RMT, Physiotherapy, Chiropractor) • Mental Health: $1000 per year (Psychologist, Psychotherapist, MSW)
Memorial University	**$690.12**	**2,983 students**	• **Dental: 100% up to $1000 per year; 90% on major surgeries** • **Health: Overall $10,000 maximum per year (HPV vaccine, orthotics)** • **Mental Health: 100% up to $300 per year**
Simon Fraser University	$465.00	3885 students	• Dental: 80% up to $700 per year (2 scalings per year) • Health: 80% prescription drugs • Mental Health: 80% up to $600 per year
University of Ottawa	**$528.38**	**2,295 students**	• **Dental: 70% up to $750 per year (1 scaling per year)** • **Health: $40 per visit, up to $500 per year (RMT, physio, chiro)** • **Mental Health: 80% per visit, up to $1750 per year (MSW, Psychologist)**
Wilfrid Laurier	**$639.48**	**2,170 students**	• **Dental: 70%-90% up to $550 per year (1 scaling per year)** • **Health: 80% prescription drugs (up to $3000 per year)** • **Mental Health: 60% coverage (up to $400 per year)**

RGSU

Health/Dental Plan: Survey

The RGSU is currently working to get a quote for a graduate students' health and dental plan. Would you be willing to pay:

109 responses



RGSU

Financial Information: Shared Services

- The budget is inclusive of several services that will continue to be operated by the RSU. Those agreed upon services include:
  - The Good Food Centre
  - Sexual Assault Survivor Support Line
- CESAR has agreed to provide RGSU members with academic support services via the Academic Advocate
- Equity Services will be provided

CESAR

SEXUAL ASSAULT SURVIVOR Support Line

THE GOOD FOOD CENTRE

Governance

RGSU

- The RGSU is **officially incorporated** and has submitted **several governance documents** to the Board of Governors including:
    - By-laws
    - A Financial Policy
    - A Budget & Planning Framework
    - An Oversight and Accountability Policy, and;
    - An Equity, Diversity and Inclusion Statement.
- The following slides will detail each of these governing documents.

RGSU

Governance: Bylaws & Financial Policy

- The RGSU bylaws are in compliance with the *Canada Not-For-Profit Corporations Act* S.C. 2009, c. 23 and specify the:
  - Elected Executive and Board of Directors structure;
  - Annual and Semi-Annual General Meeting opportunities for the membership, and;
  - Required annual financial statements/documentation to be reported to the membership.
- The RGSU financial policy requires an annual audit, disclosure of financial statements to the membership, and establishes signing authorities.

RGSU

Governance: Budget & Planning Framework

- The Budget and Planning Framework outlines:
  - An annual budgeting process with timelines;
  - The signing authorities required for each step involved in approving the annual budget;
    - The Board of Directors have the authority to approve/reject the budget; however, individual responsibility for budget development is assumed by the Vice-President Operations and the RGSU General Manager; and,
  - The budget is revised each term based on recommendations from the Board Finance Committee.

Governance: Oversight & Accountability

- The Oversight and Accountability Policy outlines:
    - The standards of conscience and due diligence for officers and directors of the RGSU;
    - That agendas, minutes, and financial information be made available to members of the RGSU; and,
    - That Conflict of Interest disclosure is required by elected RGSU members.

RGSU

Governance: Equity, Diversity & Inclusion

- The Equity, Diversity and Inclusion Statement outlines the RGSU's commitment to:
  - Champion the rights of: Indigenous peoples, persons of colour, persons with disabilities, members of the queer community, transgender people and women, and all other peoples who may feel underrepresented or discriminated against;
  - Centralize the voices of these groups by actively listening and intentionally creating space for feedback; and,
  - Deliver Equity Services to graduate students.

Operational Planning

- The RGSU has developed an Implementation Plan to be ready to collect fees in 2020-21, should a successful referendum be approved.

- **November 2020:** Operating Agreement negotiations with Ryerson University
- **January 2021:** Share info with RGSU Members re: town halls, orientations, monthly newsletters, & the health plan with RGSU membership.
- **February 2021:** Election for 2021-22 Executive Team
- **March/April 2021:** Negotiate Service Agreements with RSU and/or CESAR in to maintain grad student access to services
- **May 2021:** Onboard the new Executive Team

- After operations begin, a rough 5-year plan is included in our submission that includes moving into a physical space, moving the GM to a full-time position, and finalizing long-term service agreements with the RSU/CESAR.

RGSU

Evidence of Existing Student Support

- The RGSU has been working to separate from the RSU (with their support in previous years) and has been successful in several democratic processes including:

➔ A **successful motion** at the 2019 RSU April AGM to amend the RSU bylaws to begin the separation and independence process for graduate students (passed);

➔ A **successful result** in the 2020 student government selection process (passed: 93.2% of 371 graduate ballots cast - participation rate ~16%);

➔ A **successful referendum** of all RSU members (undergraduate/graduate Ryerson students) in March 2020 on the question of having separate graduate student representation, held at the request of the RSU (passed: 93.2% of 730 undergraduate and graduate ballots cast - participation rate ~2%).

- RGSU submitted a **list of signatures of supportive graduate students from each faculty, as well as a formal letter of support from CESAR**.

RGSU

We are building a community of graduate students at Ryerson University!

Social media:

Website: rgsu.ca

Facebook: The Ryerson Graduate Students' Union

Instagram: @rgsu_

LinkedIn: The Ryerson Graduate Students' Union

Thank you!

RGSU

Amber Grant	Charlotte Ferworn	Alicia Kassee	Angélique Bernabé
VP Education & Research	VP Operations & Finance	VP Student Life & Events	President
PhD Candidate Environmental Applied Science & Management	PhD Candidate Biomedical Physics	Master of Nursing Student	PhD Candidate Economics

RGSU

Qualitative Data from Health/Dental Plan Survey

What is very important for you in a health and dental plan?

- “Better coverage!! I end up paying $500 more than the plan for minimal health needs”
- “More coverage for all the areas, especially dental work, because this is the only supplementary health insurance that I have.”
- “MENTAL HEALTH COVERAGE. Two therapy sessions does NOTHING”
- “Mental health services--especially off campus”

Other Comments?

- “I am contemplating PhD studies at Ryerson, and in the inadequacy of the health plan (and other issues related to lack of support for older students, students with children) is significant deciding factor of why I may choose another school.”

DRAFT RESOLUTION

RE: RYERSON GRADUATE STUDENTS' UNION REFERENDUM PROPOSAL

BE IT AND IT IS HEREBY RESOLVED:

THAT the Ryerson Election Procedures Committee be authorized to hold a student referendum, at a time to be determined, for all Ryerson University graduate students to seek approval for the creation of an annual membership fee of $123.84 to support the operations of the Ryerson Graduate Students' Union, and an annual fee of up to $650.00 to support an optional healthcare plan for graduate students;

THAT the compulsory fee be adjusted annually by the change in the Toronto Consumer Price Index (CPI); and

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

Ryerson University

BOARD OF GOVERNORS
October 1, 2020

AGENDA ITEM: Ryerson Retirement Pension Plan Valuation Results at December 31, 2019

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: Approval

SUMMARY:
The valuation results report on the funded status of the Ryerson Retirement Pension Plan ("RRPP") at December 31, 2019. The assumptions are usually approved at the June meeting but this was delayed until the September meeting because the full impact could not be determined at that time given the delay in receiving the valuation data. If filed, this will be the first valuation report to reflect significant changes made to the funding rules that took effect in 2018. A recommendation on whether or not to file the report with the regulatory authority is also made at this time. New this year is the requirement for increased contributions which will also require approval.

1. Assumptions

At the April 2020 meeting, the plan actuary, Willis Towers Watson ("WTW") recommended two going concern assumption changes and one solvency valuation assumption change:

- Going Concern Assumptions
  - Reduce the discount rate used for the aggregate funding method from 6.0% to 5.75%. This discount rate reflects the Ontario Municipal Employees Retirement System ("OMERS") December 31, 2019 target asset mix and includes a margin for adverse deviation.
  - Change to the Provision for Adverse Deviation used in the Projected Unit Credit ("PUC") method from 17.65% to 20.15% based on the OMERS December 31, 2019 target asset mix.
- Solvency/Windup Assumptions
  - The discount rate assumptions were updated as prescribed by the Canadian Institute of Actuaries and are outlined in the attached presentation.

As set out in the presentation materials, the assumptions used for the December 31, 2019 valuation are consistent with those included in the April 2020 materials, with three relatively minor exceptions.

All assumptions need to be approved by the Employee Relations and Pensions Committee.

2. Going Concern Valuation Results

The results indicate that the plan will have a going concern surplus of $36M on an aggregate basis (at current contribution levels) and a $180M surplus on a PUC basis. The plan's funded ratio is 102% using the aggregate method and 114% using the PUC method.

3. Solvency Valuation Results

On a solvency basis the plan has moved from a $9M solvency surplus at December 31, 2018, to a $17M solvency deficit at December 31, 2019. The December 31, 2019 solvency ratio dropped from 101% to 99%. Funding reform amended the regulations so that special payments to fund a solvency deficit are only required if the solvency ratio falls below 85%. Previously, special payments would be required if the ratio dropped below 100%.

4. Contributions

Despite the fully funded going concern position and a solvency position not requiring special payments, the funding rules require a contribution increase to meet the minimum funding test under the PUC valuation method. As outlined in the attached presentation, if the December 31, 2019 valuation report were to be filed, total additional annual contributions of $2.2M would be required.

The University has reviewed funding reform transition options available to implement the contribution increase, and has considered a contribution increase greater than the minimum required by the regulations. The increase is required effective January 1, 2020, however a transition option to implement this effective January 1, 2021 was selected. While there are additional options to further phase in the contribution increase, the rationale for implementing the minimum 0.8% increase on January 1, 2021 is to meet regulatory compliance; make an immediate movement towards improving long term plan sustainability; the financial impact on employees and the University is moderate; and it allows time to introduce potential future increases.

Management's recommendation is to utilize a transition option and implement the required 0.8% contribution increase effective January 1, 2021.

5. Filing Decision

The last filed valuation was December 30, 2017 and the next valuation is required no later than December 30, 2020.

The December 31, 2018 report was not filed largely because the University wanted time to understand the full impact of the new pension reform requirements and the resulting impact to contributions. Over the past year, the University has worked with the RRPP actuaries to understand the reform implications and has also worked with the Joint Pension Committee ("JPC") to review and discuss options and alternatives in respect of potential future contribution increases.

Largely due to current economic volatility and potential future financial implications, the University is recommending that the December 31, 2019 report be filed. This will provide contribution stability for at least 3 years for both employees and the University. If the 2019 report is not filed, the December 30, 2020 report must be filed and it's very likely that the resulting contribution rate would be much higher given the economic situation.

Management's recommendation is to file the December 31, 2019 report with the Regulators. The next required valuation will then be December 31, 2022.

David Kenny will be available to respond to any questions.

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 which valuations are filed.

ATTACHED: Willis Towers Watson Presentation RRPP December 31, 2019 Valuation Results and Contribution Requirements

PREPARED BY:
Name: Jan Neiman, Director, Pensions and Benefits
Date: September 8, 2020

APPROVED BY:
Name: Joanne McKee, Chief Financial Officer
Date: September 8, 2020

Ryerson Retirement Pension Plan

December 31, 2019 Valuation Results & Contribution Requirements

Meeting of the Employee Relations and Pension Committee
September 23, 2020

This presentation has been prepared for Ryerson University and presents confidential information regarding the 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 or unauthorized use of this report is expressly prohibited without Willis Towers Watson's prior written consent.

WillisTowersWatson

ERPC Actions

What do you need to do today?

April	June	**September**
▪ Review assumptions and methods ▪ Review estimated valuation results	▪ Typically valuation results reviewed and assumptions approved; however, due to delay in valuation data, this was deferred until September meeting	▪ Approve assumptions ▪ Review valuation results ▪ Make filing decision ▪ Approve contribution increase recommended by Ryerson management

Key Messages

Item	Overview	Action
Valuation Assumptions	With three exceptions, are consistent with those presented at Apr. 21, 2020 ERPC meeting: • PfAD updated to reflect duration of liabilities determined at valuation date • Solvency annuity purchase rate adjusted to reflect updated CIA guidance and Dec. 31, 2019 membership data • Commuted value rates for going concern purposes updated to reflect long-term approach	ERPC approval required
Valuation Results	Generally consistent with estimates provided at Apr. 21, 2020 meeting • Contribution increase will be required if valuation report is filed	ERPC to review results; management to approve valuation report (if filed)
Filing Decision	Prudent to file Dec. 31, 2019 valuation given uncertainty at Dec. 31, 2020. Management recommends that the valuation be filed.	ERPC approval of management recommendation required
Contribution Increase	Ryerson management is recommending an increase in Ryerson/employee contribution rates effective Jan. 1, 2021	ERPC approval of management recommendation required

Continue to consider long-term sustainability of RRPP and contribution requirements.

Background

RRPP History

- Defined benefit plan; fund assets invested with OMERS
- Ryerson and members share contributions; contribution changes since 1966:
  - Increased in 1993
  - Decreased for a period of time between 1996-2003 to utilize excess surplus
  - Increased in 2012
- Ryerson funded $4.1M towards solvency shortfall in 2017
- Funding valuations required at least every 3 years (depends on funded status)
  - If feasible, filing annually provides 3 years to smooth out volatility and work with employee representatives to review/implement changes
  - Significant reforms to funding rules took effect in 2018, affecting filing decisions
- Last valuation filed at Dec. 30, 2017 (next valuation required by Dec. 30, 2020)
- For past few years, it has been identified that current contribution levels are not expected to continue to be sufficient, primarily due to reduced investment return expectations

Background

Types of funding valuations

Going Concern		Solvency
Continues indefinitely	**Scenario**	Immediately windup
Towards current service and deficits	**Contributions**	Towards deficits only
Based on long-term fund return	**Discount Rate**	Market settlement rates
Best estimate *	**Assumptions**	Prescribed **

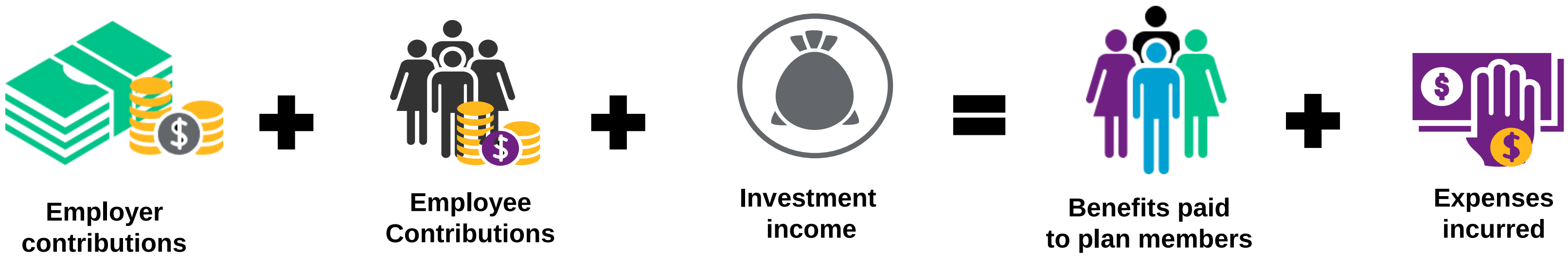
* PfAD calculation is prescribed.

** Indexation is included in windup but can be excluded from solvency.

Background

Valuation Methodology – Aggregate vs. PUC

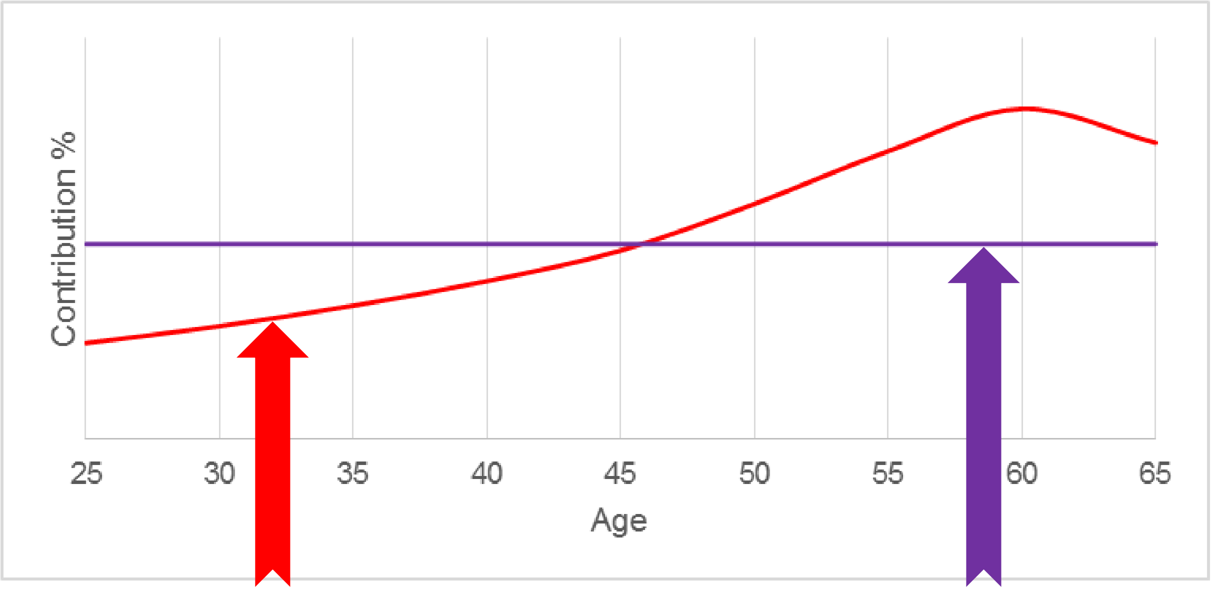
- Cost of a pension plan is not known until last retiree dies



- Cost can be estimated using actuarial cost methods and assumptions
- Ryerson's going concern valuation uses <u>both</u> Aggregate and Projected Unit Credit (PUC) cost methods
  - Aggregate (for managing long-term plan sustainability) – considers cost of past <u>and</u> future service
  - PUC (compliance valuation establishes min. requirements) – only considers cost of past service and next year of service (i.e., normal cost)
  - RRPP is one of few plans in Ontario to use Aggregate method
- Changes to funding legislation have increased minimum PUC requirements
  - Previously, current contribution levels were sufficient to meet PUC requirements
  - New rules specify level of margin ("PfAD") to add to liabilities and normal cost

Background

Valuation Methodology – Aggregate vs. PUC



PUC

- Cost for each member increases over time
- Overall cost for plan stable if younger new members replace older retiring members
- Maturing plans will experience an increase in total cost
- Overall cost depends on member demographics and actuarial assumptions

Aggregate

- Employee and University contributions based on formula in plan text (about 17%)
- Level amount for all employees based on salary (regardless of age)
- Contribution rates can be changed in future

Over time, cost of the plan will be the same - it's a question of whether you want to contribute on an even basis, or less in the beginning/more at the end.

Background

Ryerson’s Funding Approach

- Current approach to funding has served the plan well in past decades
  - Aggregate cost method – works well with equal contribution principle and considers both future and past service
  - Margin in discount rate – supports sustainability of plan over the long-term
  - Asset smoothing – helps manage short-term volatility in contribution requirements
  - Invested by OMERS – access to investment expertise and opportunities with lower cost (based on asset mix set by OMERS)
  - File valuation reports expediently – general practice of filing annually, even if not required, extends period of contribution certainty
- Changes to funding rules allow this to continue but shift focus from Aggregate funded ratio towards PUC minimum contributions
  - PUC normal cost now more volatile – minimum total contribution requirements far less predictable
  - Available levers* for managing contribution levels have changed – minimum total contribution requirements may be higher

* Levers are described on slides 15-16

Assumptions and Methods for Dec. 31, 2019 Valuation

- Assumption and method changes reviewed at April 2020 ERPC meeting to be approved today (see *Appendix* for details)
  - Going concern aggregate valuation
    - *Objective / considerations – management of long-term plan sustainability*
    - Proposed decrease in discount rate from 6.00% to 5.75%
    - Proposed change in commuted value rates for going concern purposes to reflect long-term approach
  - Going concern PUC valuation (minimum test)
    - *Objective / considerations – compliance valuation*
    - Discount rate updated to reflect change in target asset mix effective Dec. 31, 2019 and best estimate long-term expected return and remains at 7.15% at valuation date
    - PfAD of 20.15% at valuation date based on target asset mix
  - Solvency valuation
    - *Objective / considerations – key assumptions prescribed*
    - Discount rates updated based on market conditions at valuation date

December 31, 2019 Valuation Results

	December 31, 2018 Valuation (Not Filed)	December 31, 2019 Valuation (Estimated [1])	December 31, 2019 Valuation (Actual)
Going concern funded ratio – aggregate [2]	104% (6.00% d.r.)	102% (5.75% d.r.)	102% (5.75% d.r.)
Going concern funded ratio – PUC	114%	114%	114%
Solvency funded ratio [3]	101%	100%	99%
Windup ratio ("transfer ratio")	74%	73%	71%
Asset smoothing yet to emerge	$7M	$45M	$45M
Deficit contributions [4]	$0M	$0M	$0M
Additional total required contributions as % of covered payroll [5]	0.4%	0.7%	0.8%

1. Based on proposed assumptions and projection of December 31, 2018 valuation results.
2. December 31, 2019 valuation results are prior to impact of any future contribution increases. Funded ratio would improve to 103% if future contributions increased by 0.8% effective January 1, 2021.
3. Contribution holiday only permitted when solvency > 105% funded.
4. No deficit contributions required since going concern > 100% funded and solvency > 85% funded.
5. Contribution increase required if valuation report filed, ignoring any levers (including transition rules) that may be available.

December 31, 2019 Valuation Results

Impact of PUC Minimum Requirement*

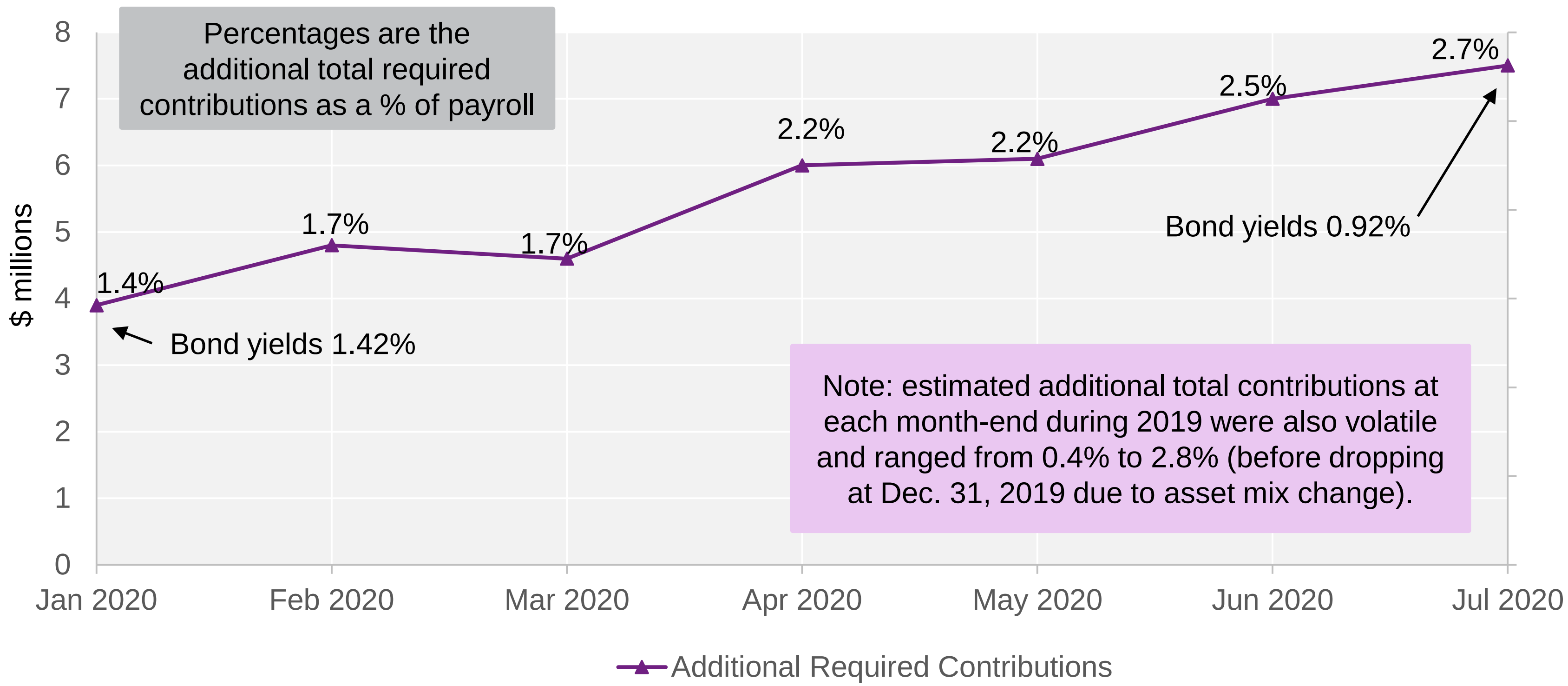
Scenario	December 31, 2018 (Not Filed)	December 31, 2019 (Actual)
Best estimate discount rate and PfAD	7.15% 17.65%	7.15% 20.15%
Contributions for Future Service (Total)		
▪ **Current**	$44.5M	$46.6M
▪ **PUC Minimum**	45.5M	48.8M
▪ **Additional Required**	$ 1.0M	$ 2.2M
Additional Total Required Contribution as % of Covered Payroll	0.4%	0.8%

* Prior to application of levers

As a result of changes to funding rules, PUC minimum is very sensitive to bond yields at valuation date.

December 31, 2019 Valuation Results

Illustrative PUC Minimum during 2020 (additional total contributions*)



As bond yields have declined, impact of PUC minimum has steadily increased in 2020; depending on future economic conditions, PUC minimum may impact results of future valuations.

* Reflects current contribution requirements. Assumes valuations had been completed at the end of each month. Actual increase could be somewhat higher due to implementation methodology.

Valuation Filing Considerations

	File December 31, 2019 valuation report	Do not file December 31, 2019 valuation report
Deficit contributions:		
· **2020**	Nil	Nil
· **2021**	Nil	Nil
· **2022**	Nil	Potentially > $0
Increase in total current service contributions (prior to levers)		
· **2020**	$2.2M	$0
· **2021**	$2.3M	$4M - $8M*
· **2022**	$2.4M	$4M - $8M*
Next required valuation	December 31, 2022	December 30, 2020
PBGF fee		
· **2020**	~$386K	~$218K
· **2021**	~$386K	Likely much higher than $386K
· **2022**	~$386K	Likely much higher than $386K

* Estimated based on range of 2020 current service contributions as per slide 12. Will depend on Dec. 31, 2020 economic conditions and valuation results and could be higher/lower than amounts shown.

Given current economic environment, funded position of plan expected to deteriorate over the course of 2020; management recommends filing Dec. 31, 2019 valuation.

Contribution Increases

Plan Sustainability

- Challenges to RRPP long-term sustainability
  - Continued downward pressure on Aggregate and PUC discount rates
  - Significant volatility of funding requirements
  - Continued maturing of the plan
- In 2020:
  - Negative investment return on RRPP assets
  - Significant decline in bond yields
  - Ongoing uncertainty due to COVID-19
- Barring changes to benefit levels, it is expected that contribution increases will be required in coming years
  - WTW was asked by Ryerson to estimate expected contribution increase in coming years

While there is currently an enormous amount of economic uncertainty, it was determined that a total contribution increase of 2.9%* may be required by the next required filing date (Dec. 31, 2022).

* 2.9% based on:
  - Continuation of Dec. 31, 2019 valuation's margin in Aggregate discount rate
  - No accommodation for potential investment loss in 2020
  - No allowance for further maturing of RRPP

The higher the contribution increase, the lower the risk of future increases due to PUC minimum.

Contribution Increases

Levers Available for Managing Total Contribution Levels - Short-term Strategies

Lever	Description	Comment
Filing strategy	Monitor position during inter-valuation periods and consider filing off-cycle valuations	**Filing 2019 report ensures contribution certainty for 3 years**
Funding reform transition measures	Phase in contribution increases related to funding reform over 3 years (first filed post-reform valuation only)	**Could be applied in 2019 report filed ("one time only" lever)**
Use of solvency surplus	Solvency surplus above 105% can be used to offset PUC minimum contributions	**Solvency ratio <100% at Dec. 31, 2019**
5-year minimum PUC	Potential to increase level of contributions over 5-year period to meet PUC minimum requirement (e.g., no increase in year 1)	**Can be used to defer contribution increases when transition measure no longer available**
Prior year credit balance (PYCB)	Contributions in excess of PUC minimum can be utilized in future years	**PYCB is small relative to annual contribution requirements**
Margin for going concern deficit	Strategically adjust margin in going concern aggregate valuation	**Small aggregate surplus at Dec. 31, 2019 with current margin**

Contribution Increases

Levers Available for Managing Total Contribution Levels - Long-term solutions

Contributions and benefits	Change future contribution and/or benefit levels
Investment mix	Impacts going concern discount rates and PfAD
Funding for future indexation	Ad hoc increases can be excluded from PUC normal cost (would require restructuring of contractual nature of indexation commitment)

Contribution Increases

Illustrative Future Contribution Levels

- The following summarizes the impact of a 0.8% increase and also considers an illustrative scenario more aligned with longer term plan sustainability concerns (2.0%):

Contribution Level	Ryerson and Member Contribution Rates (up to YBE[1] / between YBE & YMPE[2] / in excess of YMPE)
Current	9.50% / 7.40% / 9.50%
Total increase of 0.8%*	9.95% / 7.75% / 9.95%
Total increase of 2.0%	10.60% / 8.30% / 10.60%

1. YBE = Year's Basic Exemption; $3,500
2. YMPE = Year's Maximum Pensionable Earnings; $58,700 for 2020

Established by Canada Pension Plan

* Applied proportionately to current rates, a 0.8% total contribution increase would be structured as an increase of 0.9% / 0.7% / 0.9% (or 0.45% / 0.35% / 0.45% each for Ryerson and members).

Contribution Increases

Utilization of Transition Rule Lever for PUC Minimum

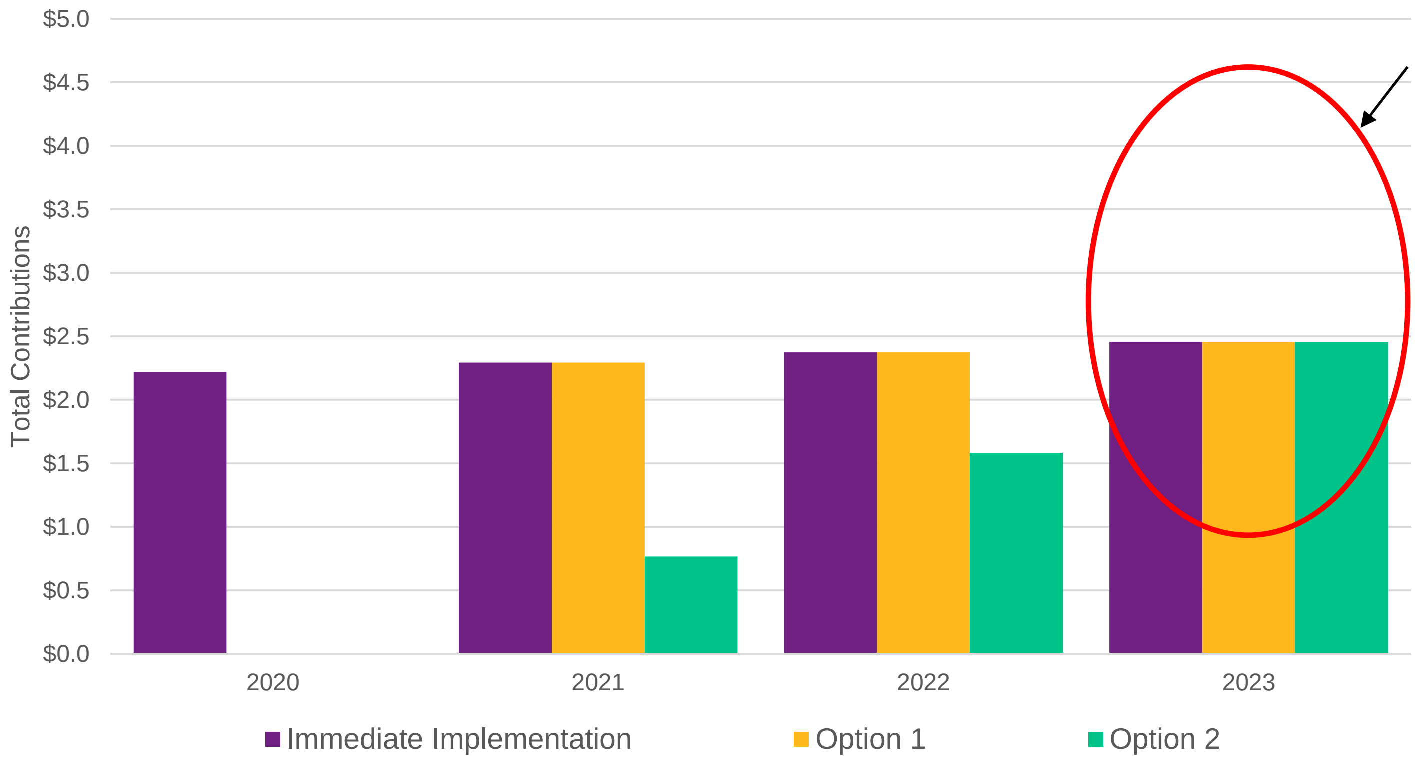
- Contribution increase resulting from PUC minimum requirement takes effect Jan. 1, 2020
- One-time legislative transition rule allows PUC minimum contribution increase to be implemented as follows:
  - Delay increase by one year
  - Phase-in increase over following three years (1/3; 2/3; full)
- Potential transition approaches for 0.8% total increase include:
  - Option 1 – one-year transition – 0; full
  - Option 2 – three-year transition – 0; 1/3, 2/3; full

Additional contribution increases
are anticipated by date of next required valuation.

Contribution Increases

Impact of 0.8% Increase on Total Contribution ($ Millions)*

Relative to an immediate 0.8% increase in 2020, graph below illustrates impact of Option 1 (one-year transition) and Option 2 (three-year transition).



Contributions will depend on Dec. 31/22 valuation results and could be higher than $2.4M.

Ryerson management is recommending Option 1 (0.8% total increase eff. Jan. 1, 2021)

* Illustration assumes next valuation filed at Dec. 31, 2022.

Contribution Increases

Estimated Increase in Member Contributions (vs. 2020 contributions)

Option 1 – one-year transition of 0.8% increase (full in 2021)

Annual Salary	$50K	$75K	$100K	$125K	$150K	$200K
January 1, 2020	$0	$0	$0	$0	$0	$0
January 1, 2021	$179	$282	$395	$507	$620	$845

Option 2 – three-year transition of 0.8% increase (1/3 in 2021; 2/3 in 2022; full in 2023)

Annual Salary	$50K	$75K	$100K	$125K	$150K	$200K
January 1, 2020	$0	$0	$0	$0	$0	$0
January 1, 2021	$60	$94	$132	$169	$207	$282
January 1, 2022	$119	$188	$263	$338	$413	$563
January 1, 2023	$179	$282	$395	$507	$620	$845

Full 2% increase in 2021

Annual Salary	$50K	$75K	$100K	$125K	$150K	$200K
January 1, 2021	$457	$715	$990	$1,265	$1,540	$2,090

Questions

Appendix

Going Concern Assumptions – Economic & Demographic

	December 31, 2018 Valuation (Not Filed)	Consider for December 31, 2019 Valuation
Discount rate for liabilities	Aggregate: 6.00% PUC: 7.15% + 17.65% PfAD	Aggregate: 5.75 [1] PUC: 7.15% + 20.15% PfAD
Inflation rate / Pre & post index	2.00%	No change
YMPE / ITA maximum increases	Inflation + 0.75%	No change
Salary increases	Inflation + 1.50%	No change
Interest on members' contributions	Best estimate long-term rate of return at valuation date	No change
Retirement rates	Current rates	No change
Termination rates	Current age-related rates	No change
Mortality rates	2014 CPM Public Sector Table projected generationally using CPM Improvement Scale B with 93.9% adjustment	No change
Percentage with spouse at retirement / Male spouse older	70% / 3 years	No change
Settlement election	30% elect deferred pension; 70% elect commuted value	No change
Non-investment expenses	Aggregate: 3% of future contributions PUC: PV of 5 years of expenses included with liabilities	No change
Future commuted value basis	CIA basis at valuation date	Long term CIA basis

1. Valuation report filed would show aggregate valuation results based on 7.15% discount rate, with difference of results at 7.15% and 5.75% shown as a funding policy reserve.

Going Concern Actuarial Methods

	December 31, 2018 Valuation (Not Filed)	Consider for December 31, 2019 Valuation
Asset valuation method	5-year smoothing using best estimate return to roll-forward assets (cash flows include contributions, benefit payments, non-investment expenses)	No change
Actuarial cost method [1]	Modified aggregate method (aggregate) AND Projected unit credit (PUC) for mandatory minimum test	No change

Discount Rate

Valuation	December 31, 2018 Valuation (Not Filed)	December 31, 2019 Valuation
Aggregate valuation		
Best estimate long-term rate of return	7.15%	7.15% [1]
Margin for adverse deviations	(1.15%)	(1.40%)
Aggregate discount rate	6.00%	**5.75%**
Percentile in distribution of 20 year returns [2]	34th	34th
PUC valuation		
PUC discount rate	7.15%	**7.15%**
PfAD (based on target asset mix)	17.65%	**20.15%**

1. Best estimate return updated from June 30, 2019 Willis Towers Watson investment model (7.09%) to December 31, 2019 (7.15%) to reflect changes in market conditions and December 31, 2019 update to target asset mix.
2. Percentile determined at June 30 based on Willis Towers Watson investment model. Margin at 34th percentile means 20-year returns will be less than the discount rate 34 times out of 100 and more than the discount rate 66 times out of 100.

Rationale for Reducing Discount Rate for Aggregate Valuation

- Prudence suggests taking heed of changing circumstances
  1. "Low for long" is increasingly entrenched
     i. Bond yields have continued to drop since start of 2020
     ii. Market view and Willis Towers Watson's investment model
  2. Asset mix change leads to greater potential volatility in going concern funded ratio
  3. RRPP is maturing, so contributions will have to absorb increasingly volatile funding requirements
  4. Margin in discount rate helps to
     i. Buffer effect of future losses
     ii. Increase chance/size of investment gains
  5. Ryerson's discount rate continues to be an outlier
- Directionally, Willis Towers Watson's investment model's 20-year return expectations are heading downwards during 2020
- There's room to reduce the aggregate discount rate at Dec. 31, 2019 with no impact on contributions otherwise required

Determination of PfAD

	December 31, 2018 Target Asset Allocation	January 1, 2020 Target Asset Allocation	Fixed Income Percentage (per Regulation)
Fixed Income			
Bonds	29%	10%	100%
Credit	17%	20%	50%
Equities			
Public Equities	22%	30%	0%
Private Equities	14%	15%	0%
Real Assets			
Infrastructure	23%	22.5%	50%
Real Estate	18%	22.5%	50%
Short-Term Instruments			
Net Cash & Equivalents	-23%	-20%	100%
Total	**100%**	**100%**	
PfAD fixed income percentage (Regs)	**35.0%**	**22.5%**	
PUC discount rate at valuation date	**7.15%**	**7.15%**	
PfAD at valuation date (based on target)	**17.65%**	**20.15%**	

Going Concern Assumptions

Retirement and termination rates

Retirement Rates		
Age	Rate	
	RFA	Non-RFA
55 – EURA*	0.03	0.05
EURA	0.06	0.10
EURA – 64	0.15	0.20
65 - 70	0.50	0.50
71+	1.00	1.00

Termination Rates	
Age	Rate
20 – 29	0.05
30 – 34	0.06
35 – 44	0.04
45 – 54	0.03
55 and over	0.00

* Earliest unreduced retirement age

Solvency / Windup Assumptions

Summary of economic assumptions

	Prescribed for December 30, 2018 valuation	Prescribed for December 31, 2019 valuation
Solvency discount rates ▪ **Commuted values** ▪ **Immediate and deferred annuities**	▪ 3.2% for 10 years, 3.4% thereafter ▪ 3.2%	▪ 2.4% for 10 years, 2.5% thereafter ▪ 2.9%
Windup discount rates ▪ **Commuted values** ▪ **Immediate and deferred annuities**	▪ 1.7% for 10 years, 1.8% thereafter ▪ 0.1%	▪ 1.2% for 10 years, 1.2% thereafter ▪ -0.3%

Note that changes to the commuted value standards expected to take effect December 1, 2020 may result in small improvement to funded positions in future valuations.

Solvency / Windup Assumptions

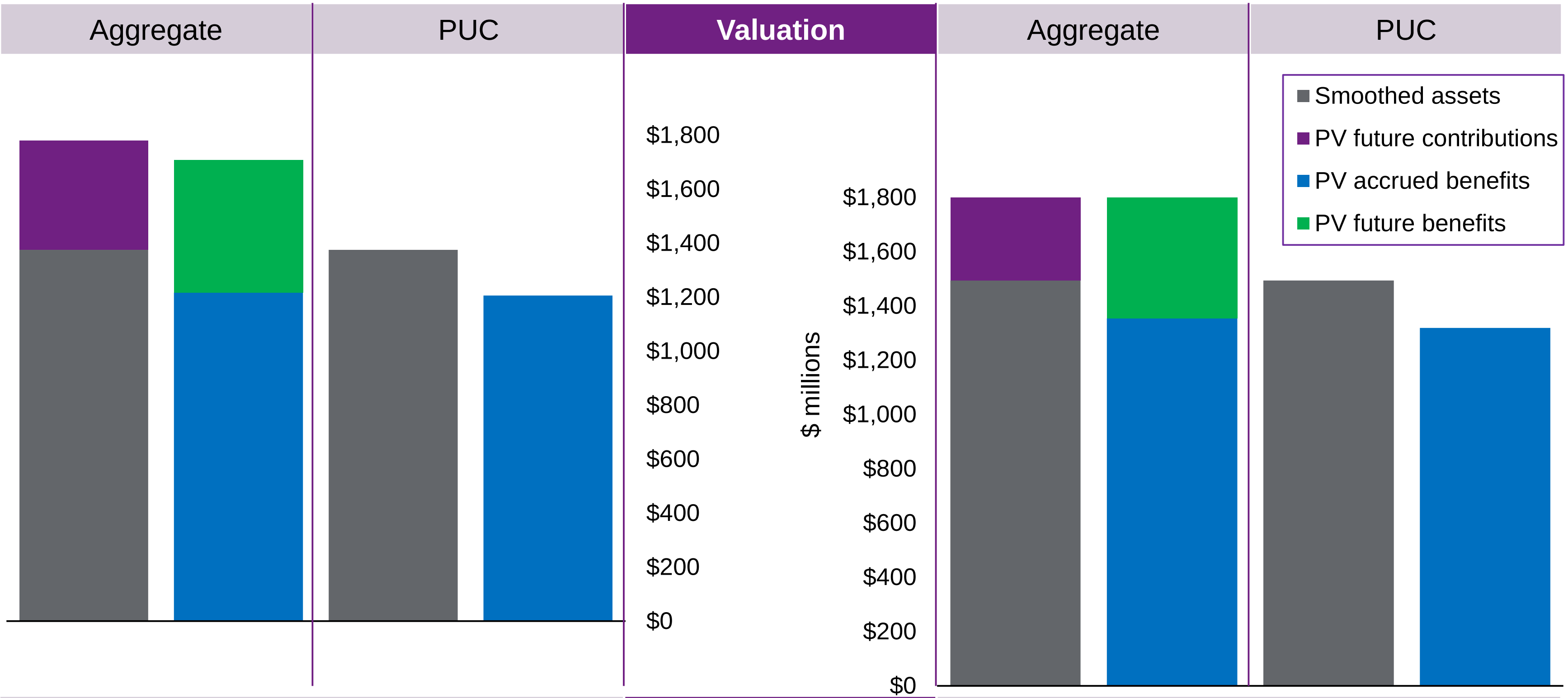
Summary of non-economic assumptions

	December 31, 2018 valuation	December 31, 2019 valuation
Mortality [1]	2014 CPM Table projected generationally using CPM Improvement Scale B	No change
Retirement	Age that produces the highest value	No change
Percentage with spouse at retirement	70%	No change
Years male spouse older than female spouse	3 years	No change
Percentage electing commuted value (remainder are assumed to be settled by group annuity purchase)	Active and terminated vested members less than age 55: 100% Active and terminated vested members aged 55 and over: 50%	No change
Windup expenses	$775,000	No change

1. Solvency liabilities in respect of assumed annuity purchase increased by 3% to reflect anticipated favourable mortality experience of Ryerson plan members.

Going Concern Valuations – Funded Position

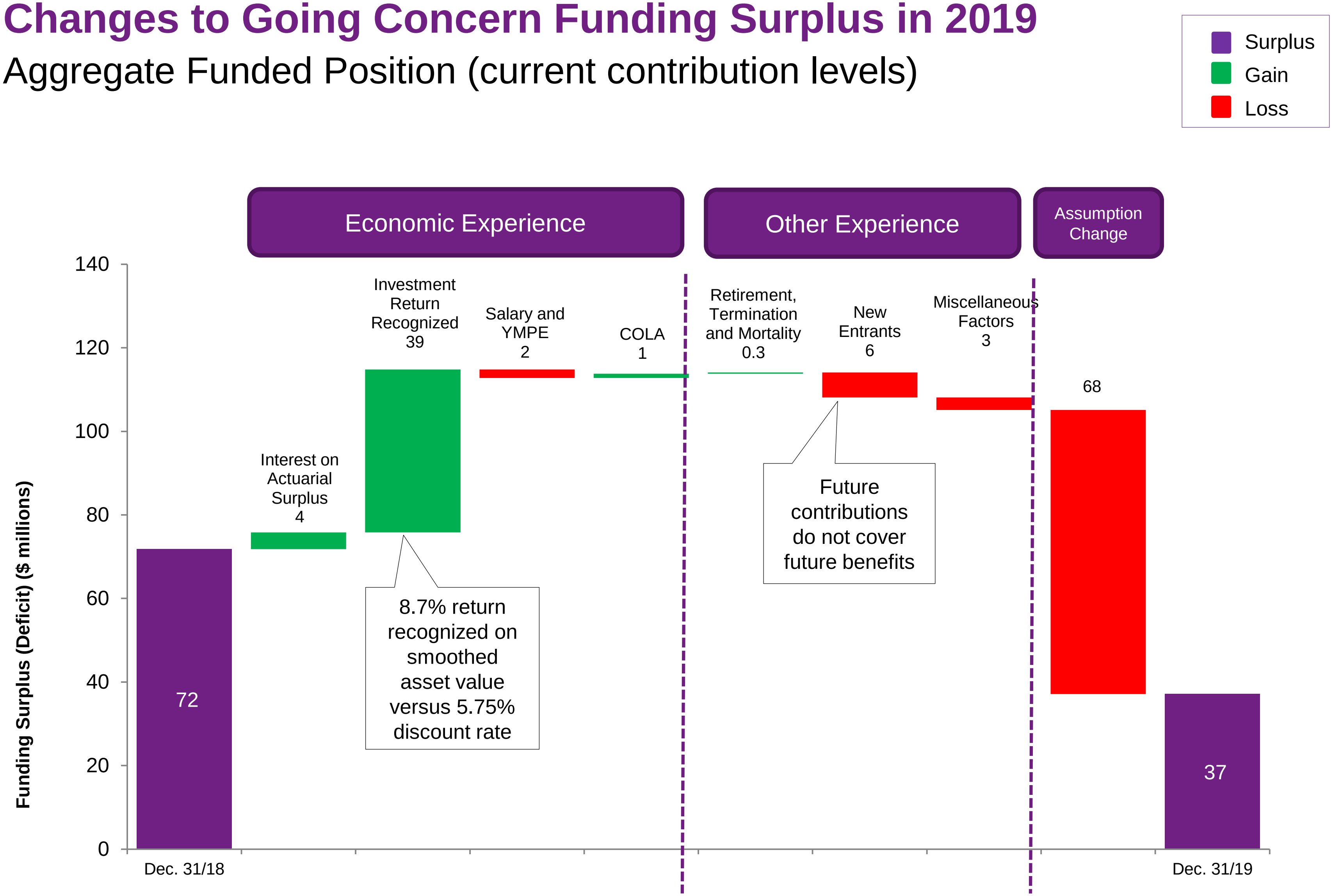
(current contribution levels)



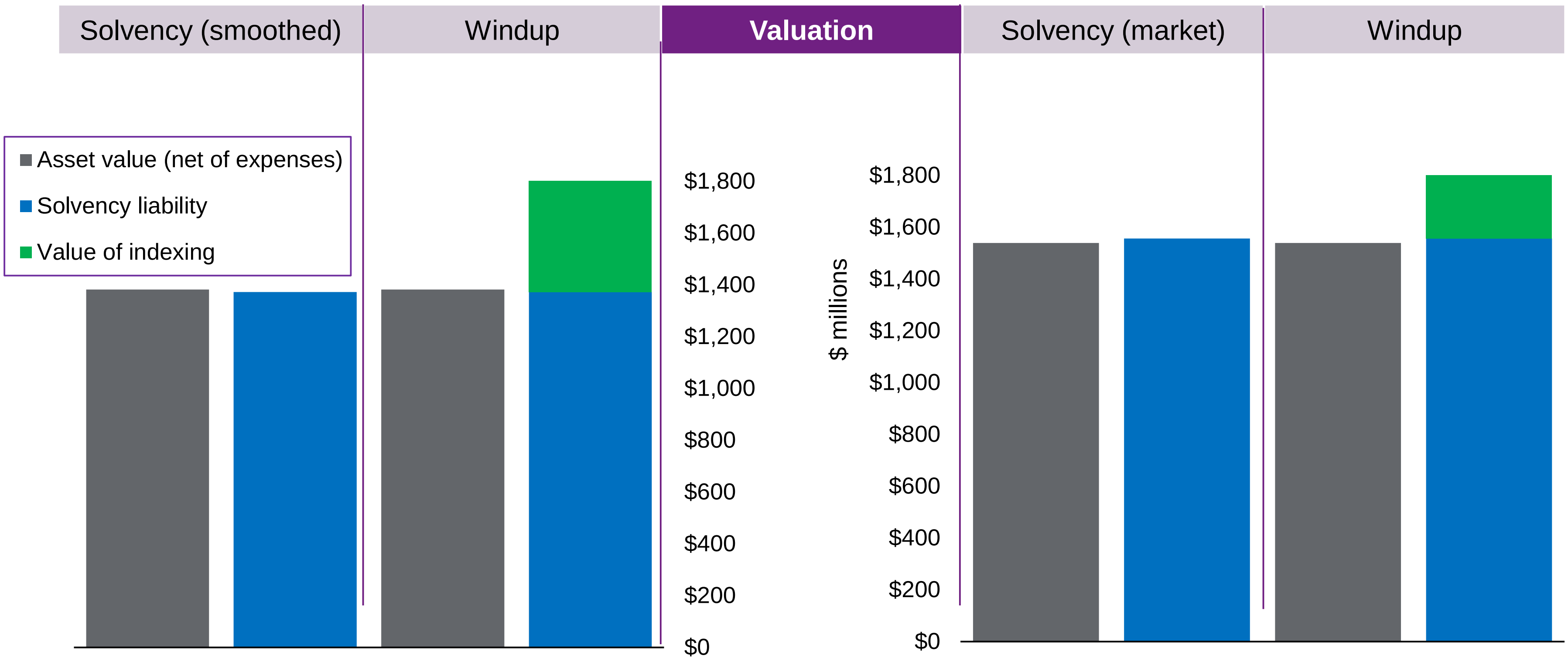
December 31, 2018		Valuation Date	December 31, 2019	
Post-Reform		**Rules**	Post-Reform	
6.00%	7.15% + 17.65% PfAD	**Discount Rate**	5.75%	7.15% + 20.15% PfAD
$72M	$171M	**Surplus**	$36M	$180M
104%	114%	**Funded Ratio**	102%	114%

Changes to Going Concern Funding Surplus in 2019

Aggregate Funded Position (current contribution levels)



Solvency and Windup Valuations – Funded Position



December 31, 2018		Valuation Date	December 31, 2019	
3.2%/3.4% 3.0%	1.7%/1.8% 0.1%	**Discount Rates:** **- Commuted Value** **- Annuity Purchase**	2.4%/2.5% 2.9%*	1.2%/1.2% -0.3%
$9M	($487M)	**Surplus**	($17M)	($619M)
101%	74%	**Funded Ratio**	99%	71%

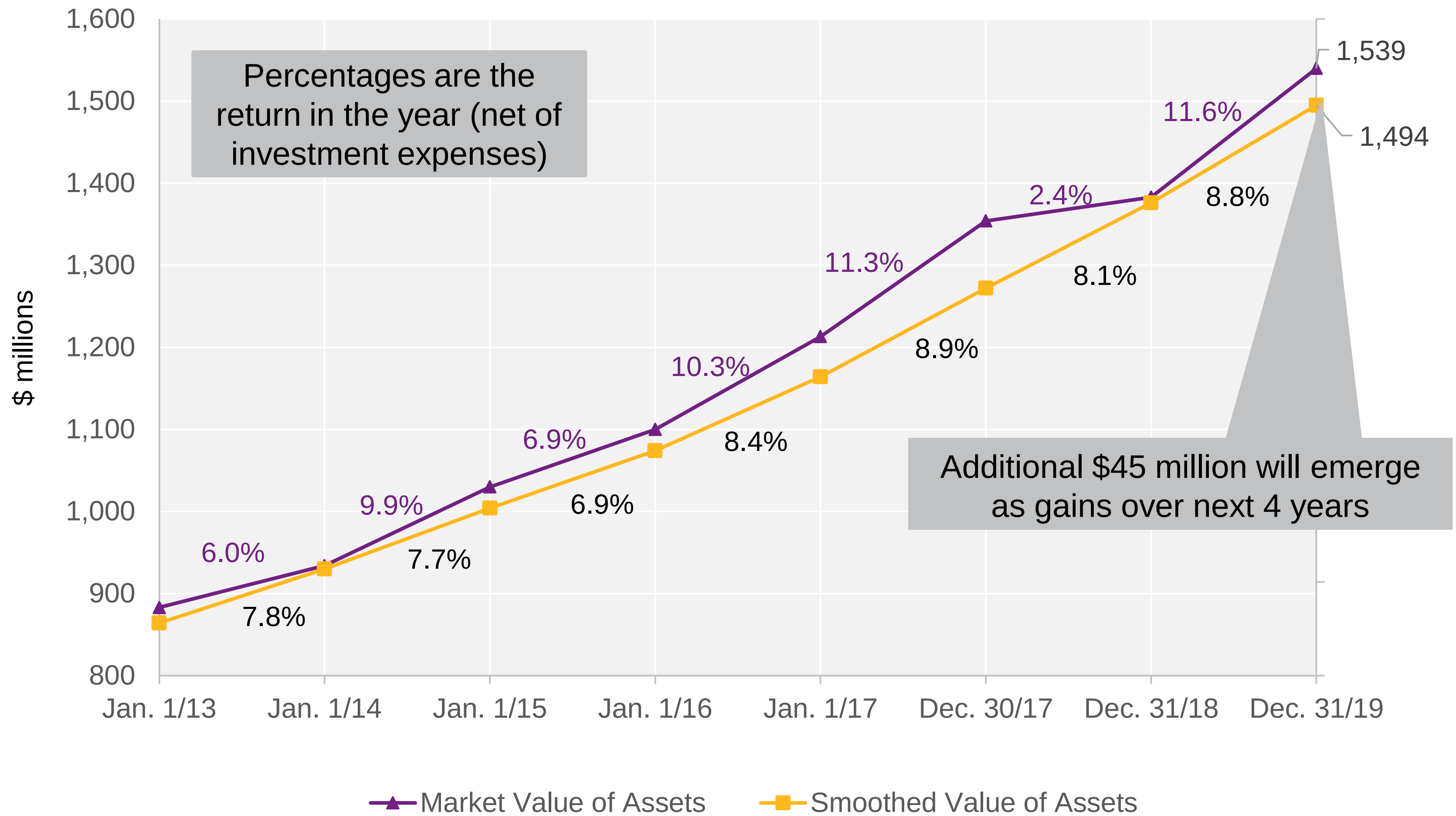
* Obligations were increased by 3% to reflect anticipated favourable mortality experience of Ryerson plan members

Assets

Reconciliation (accrued basis)

(in millions)	2019
As at beginning of year	$ 1,382.9
Contributions	
▪ University current service	$ 23.0
▪ University other contributions	0.6
▪ Member current service	22.8
▪ Member other contributions	0.6
▪ Transfers in	1.2
Benefit payments	
▪ Pension payments	(43.9)
▪ Lump sum settlements	(6.5)
Non-investment expenses	(1.9)
Investment expenses	(8.0)
Investment income	168.7
As at end of year	$ 1,539.5
Rate of return, net of investment expenses	**11.6%**

Plan Assets – With & Without Smoothing



Membership Statistics

	December 31, 2018	December 31, 2019
Active Members		
▪ Number	2,547	2,608
▪ Average age	47.1	46.6
▪ Average credited service	10.3	9.8
▪ Average annual salary	$ 109,576	$ 112,168
Retired Members and Beneficiaries		
▪ Number	1,130	1,250
▪ Average age	74.6	74.2
▪ Total annual lifetime pension	$42,139,863	$47,303,557
▪ Total annual temporary pension to age 65	$ 557,640	$ 1,073,840
Deferred Pensioners		
▪ Number	470	509
▪ Average age	49.7	49.3
▪ Total annual lifetime pension payable at age 65	$ 4,222,831	$ 4,256,266

Membership Reconciliation

	Active and Disabled Members	Retired Members and Beneficiaries	Deferred Pensioners	Outstanding Members
As at December 31, 2018	2,547	1,130	470	40
New entrants	310	0	0	0
Rehires	2			
Terminations				
▪ With lump sum settlement	(53)	0	(17)	1
▪ With deferred pension	(79)	0	79	0
Retirements	(115)	136	(21)	0
Deaths				
▪ With lump sum settlement	(4)	(2)	(1)	0
▪ With survivor benefits	0	(21)	0	0
▪ Without survivor benefits	0	(16)	0	0
New beneficiaries	0	21	0	0
Net data corrections	0	2	(1)	0
As at December 31, 2019	2,608	1,250	509	41

Actuarial Opinion

Purpose

This presentation has been prepared for Ryerson University and presents financial position results from the results of the December 31, 2019 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 the 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

The results provided in this presentation reflect data and assumptions appropriate for the purpose of the measurement. Effects of COVID-19 on the financial markets, regulations, and experience are uncertain and still evolving. The results in this report make no allowances for the effects of COVID-19. There may be significant effects on plan experience and/or assumptions, both demographic and economic used for future measurements.

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, 2019 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

Rhea Bowen, ACIA

DRAFT RESOLUTION

RE: RYERSON RETIREMENT PENSION PLAN VALUATION REPORT DECEMBER 31, 2019

BE IT AND IT IS HEREBY RESOLVED:

THAT the following are approved as presented:

a) the assumption changes;
b) the filing of the actuarial report for the Ryerson Retirement Pension Plan as at December 31, 2019 with the regulatory authorities; and
c) the increase of the contribution rate to the Ryerson Retirement Pension Plan effective January 1, 2021.

October 1, 2020

BOARD OF GOVERNORS
October 1, 2020

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

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: Approval

SUMMARY:
Appointing the actuary of the Ryerson Retirement Pension Plan ("RRPP") is one of the governance duties of the Employee Relations and Pensions Committee. 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, 2020 valuation.

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 engages Willis Towers Watson to prepare annual valuation reports, including preliminary results, analysis of assumption changes, and presentations, at a cost of approximately $57K each year.

Effective September 1, 2020 Willis Towers Watson was appointed the third party administrator of the RRPP. The third party administrator manages the employee data, produces pension options for members leaving the plan, and provides data for the annual member statements. Willis Towers Watson, is also the actuary for the Ontario Municipal Employees Retirement System ("OMERS") plan. OMERS is the investment manager for the RRPP.

COMMUNICATIONS STRATEGY: N/A

PREPARED BY:
Name Jan Neiman, Director, Pensions and Benefits
Date September 8, 2020

APPROVED BY:
Name Joanne McKee, Chief Financial Officer
Date September 8, 2020

DRAFT RESOLUTION

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

BE IT AND IT IS HEREBY RESOLVED:

THAT Willis Towers Watson be appointed and retained as the Actuary for the Ryerson Retirement Pension Plan for the December 31, 2020 valuation.

October 1, 2020

BOARD OF GOVERNORS
October 1, 2020

AGENDA ITEM: Amendments to the Ryerson Retirement Pension Plan Roles and Responsibilities

STRATEGIC OBJECTIVES:
____ Academic
____ Student Engagement and Success
____ Space Enhancement
____ Reputation Enhancement
__X_ Financial Resources Management
__X_ Compliance (e.g. legislatively required)
__X_ Governance

ACTION REQUIRED: Approval

BACKGROUND AND SUMMARY:

The Employee Relations and Pension Committee Terms of Reference regarding the Ryerson Retirement Pension Plan ("RRPP") sets out the duties, responsibilities and powers that are delegated to the Employee Relations and Pensions Committee ("ERPC") by the Board of Governors and those that are further delegated to the President.

The ERPC Summary of Delegated Roles and Responsibilities, approved by the Board of Governors in April 2017, sets out those duties, responsibilities and powers that were further delegated to the Vice-President Administration and Finance and the Assistant Vice-President Human Resources. Amendments to this document are required as a result of a recent organizational change.

In February 2020, a new Chief Human Resources Officer was hired. As a result, some of the duties that had previously been assigned to the Assistant Vice-President Human Resources have been transferred to the Chief Financial Officer. These re-assigned duties are primarily associated with the financial aspects of the pension plan.

The Summary of Delegated Roles and Responsibilities has been amended to reflect these changes. The amended document, with changes tracked, is attached for review and recommendation to the Board for approval. The ERPC Terms of Reference document is attached for your reference only. There are no changes required to this document.

ATTACHED: Employee Relations and Pensions Committee Delegation of Duties

PREPARED BY:
Name: Jan Neiman, Director, Pensions and Benefits
Date: September 8, 2020

APPROVED BY:
Name: Joanne McKee, Chief Financial Officer
Date: September 8, 2020

EMPLOYEE RELATIONS AND PENSIONS COMMITTEE

SUMMARY OF DELEGATED ROLES AND RESPONSIBILITIES IN THE GOVERNANCE OF THE RYERSON RETIREMENT PLAN

Introduction

Ryerson University (the "University") maintains the Ryerson Retirement Pension Plan and its related fund (the "Plan").

The *Ryerson University Act, 1977* has delegated authority to the Board of Governors ("Board of Governors") to act as the Administrator and the Plan sponsor. *By Law No. 1* of Ryerson University provides for the establishment of the Employee Relations and Pensions Committee (the "ERPC") and provides that the Mandate of the ERPC shall be to recommend changes and improvements to the Plan and to make any decision or take any action related to the Plan that has been delegated to the ERPC by the Board of Governors.

The Board has delegated duties, responsibilities and powers to the ERPC in the Terms of Reference Regarding the Ryerson Retirement Pension Plan (the "Terms of Reference"). Within the Terms of Reference, the ERPC has been provided with the authority to delegate the performance of its duties with respect to the Plan to others, including the President of the University, who may further delegate matters as required.

The purpose of this Summary Document is to set out those duties, responsibilities and powers that are being delegated to the President of the University, the Vice-President Administration & Operations, the Chief Financial Officer, and the Chief Human Resources Officer.

Deleted: Assistant Vice-President, Human Resources

Roles and Responsibilities

A. The President of the University (the "President")

1. Reports to the ERPC on matters involving significant financial impact to the Plan.

B. Vice-President Administration & Operations

1. In consultation with the Chief Financial Officer and the Chief Human Resources Officer, recommends to the ERPC governance policies for the effective administration of the Plan.

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2. Confirms to the ERPC compliance by delegates with respect to the governance policies.
3. Recommends to the ERPC administrative procedures for the Plan.
4. Establishes criteria, in conjunction with the Chief Financial Officer and the Chief Human Resource Officer, for the selection, assessment and monitoring of external service providers.

Deleted: Assistant Vice President Human Resources

5. Appoints external service providers, in accordance with University contracting policies and procedures.

6.

7. In consultation with the Chief Human Resources Officer, confirms to the ERPC that the Plan and Fund are being administered in accordance with applicable statutory and contractual requirements, which includes:

   i. Remittance of contributions to the trustee/custodian/record-keeper

   ii. Reconciliation of statements from trustee/custodian/record-keeper

   iii. Payment of benefits in accordance with Plan terms

   iv.

   v.

   vi.

   vii.

   viii.

Moved down [1]: Recommends annual budget for pension plan expenses, and monitors budget.

Deleted: Assistant Vice-President Human Resources

Moved down [2]: <#>Actuarial Report;
Actuarial Information Summary;
Annual Information Return;
Pension Benefits Guarantee Fund Assessment Certificate; and
Form 7, Schedule of Contributions

Deleted: <#>Prepares and submits (or causes to be prepared and submitted) provincial (Financial Services Commission of Ontario) and federal (Canada Revenue Agency) statutory filings including:

C. Chief Financial Officer (the "CFO")

1. In consultation with the Vice President Administration & Operations and the Chief Human Resources Officer, recommends to the ERPC governance policies for the effective administration of the Plan.

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2. Establish criteria, in conjunction with the Vice President Administration & Operations and the Chief Human Resources Office, for the selection, assessment and monitoring of external service providers.

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3. Confirms to the ERPC that the Plan and Fund are being invested in accordance with applicable statutory and contractual requirements.

4. Prepares and submits (or causes to be prepared and submitted) provincial (Financial Services Commission of Ontario) and federal (Canada Revenue Agency) statutory filings including:

   i. Annual Investment Summary (Form 8);

   ii. Audited Financial Statements;

   iii. SIP&P for the Plan (including monitoring of compliance with respect to same);

   iv. Actuarial Report;

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v. Actuarial Information Summary;

vi. Annual Information Return;

vii. Pension Benefits Guarantee Fund Assessment Certificate; and

viii. Form 7, Schedule of Contributions

5. Appoints external service providers, in accordance with University contracting policies and procedures.

6. Recommends annual budget for pension plan expenses, and monitors budget.

7. Signs actuarial certificate.

8. Prepares, in conjunction with the Chief Human Resources Officer, the annual Ryerson Retirement Pension Plan Report.

D. Chief Human Resources Officer (the "CHRO")

1. Provides confirmation that appropriate member communications and disclosures have been provided (e.g., annual statements, member booklets, routine communications, notices of amendment).

2. Establish criteria, in conjunction with the Vice President Administration and Operations and the Chief Financial Officer, for the selection, assessment and monitoring of external service providers.

4.

3. Prepares, in conjunction with the Chief Financial Officer, the annual Ryerson Retirement Pension Plan Report.

4. Reports to the ERPC on significant member complaints.

5. Reports to the ERPC on significant developments regarding the interpretation of Plan terms.

6. Provides final adjudication of member complaints.

7. Monitors legal and regulatory developments.

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EMPLOYEE RELATIONS AND PENSIONS COMMITTEE

SUMMARY OF DELEGATED ROLES AND RESPONSIBILITIES IN THE GOVERNANCE OF THE RYERSON RETIREMENT PLAN

Introduction

Ryerson University (the "University") maintains the Ryerson Retirement Pension Plan and its related fund (the "Plan").

The *Ryerson University Act, 1977* has delegated authority to the Board of Governors (“Board of Governors”) to act as the Administrator and the Plan sponsor. *By Law No. 1* of Ryerson University provides for the establishment of the Employee Relations and Pensions Committee (the "ERPC") and provides that the Mandate of the ERPC shall be to recommend changes and improvements to the Plan and to make any decision or take any action related to the Plan that has been delegated to the ERPC by the Board of Governors.

The Board has delegated duties, responsibilities and powers to the ERPC in the Terms of Reference Regarding the Ryerson Retirement Pension Plan (the “Terms of Reference”). Within the Terms of Reference, the ERPC has been provided with the authority to delegate the performance of its duties with respect to the Plan to others, including the President of the University, who may further delegate matters as required.

The purpose of this Summary Document is to set out those duties, responsibilities and powers that are being delegated to the President of the University, the Vice-President Administration & Operations, the Chief Financial Officer, and the Chief Human Resources Officer.

Roles and Responsibilities

A. The President of the University (the “President”)

1. Reports to the ERPC on matters involving significant financial impact to the Plan.

B. Vice-President Administration & Operations

1. In consultation with the Chief Financial Officer and the Chief Human Resources Officer, recommends to the ERPC governance policies for the effective administration of the Plan.
2. Confirms to the ERPC compliance by delegates with respect to the governance policies.
3. Recommends to the ERPC administrative procedures for the Plan.
4. Establishes criteria, in conjunction with the Chief Financial Officer and the Chief Human Resource Officer, for the selection, assessment and monitoring of external service providers.

5. Appoints external service providers, in accordance with University contracting policies and procedures.

6. In consultation with the Chief Human Resources Officer, confirms to the ERPC that the Plan and Fund are being administered in accordance with applicable statutory and contractual requirements, which includes:

   i. Remittance of contributions to the trustee/custodian/record-keeper

   ii. Reconciliation of statements from trustee/custodian/record-keeper

   iii. Payment of benefits in accordance with Plan terms

   iv.

C. Chief Financial Officer (the "CFO")

1. In consultation with the Vice President Administration & Operations and the Chief Human Resources Officer, recommends to the ERPC governance policies for the effective administration of the Plan.

2. Establish criteria, in conjunction with the Vice President Administration & Operations and the Chief Human Resources Office, for the selection, assessment and monitoring of external service providers.

3. Confirms to the ERPC that the Plan and Fund are being invested in accordance with applicable statutory and contractual requirements.

4. Prepares and submits (or causes to be prepared and submitted) provincial (Financial Services Commission of Ontario) and federal (Canada Revenue Agency) statutory filings including:

   i. Annual Investment Summary (Form 8);

   ii. Audited Financial Statements;

   iii. SIP&P for the Plan (including monitoring of compliance with respect to same);

   iv. Actuarial Report;

   v. Actuarial Information Summary;

   vi. Annual Information Return;

   vii. Pension Benefits Guarantee Fund Assessment Certificate; and

   viii. Form 7, Schedule of Contributions

5. Appoints external service providers, in accordance with University contracting policies and procedures.
6. Recommends annual budget for pension plan expenses, and monitors budget.
7. Signs actuarial certificate.
8. Prepares, in conjunction with the Chief Human Resources Officer, the annual Ryerson Retirement Pension Plan Report.

D. Chief Human Resources Officer (the "CHRO")

1. Provides confirmation that appropriate member communications and disclosures have been provided (e.g., annual statements, member booklets, routine communications, notices of amendment).
2. Establish criteria, in conjunction with the Vice President Administration and Operations and the Chief Financial Officer, for the selection, assessment and monitoring of external service providers.
3. Prepares, in conjunction with the Chief Financial Officer, the annual Ryerson Retirement Pension Plan Report.
4. Reports to the ERPC on significant member complaints.
5. Reports to the ERPC on significant developments regarding the interpretation of Plan terms.
6. Provides final adjudication of member complaints.
7. Monitors legal and regulatory developments.

DRAFT RESOLUTION

RE: AMENDMENTS TO RYERSON RETIREMENT PENSION PLAN ROLES AND RESPONSIBILITIES

BE IT AND IT IS HEREBY RESOLVED:

THAT the proposed amendments to The Employee Relations and Pensions Committee Summary of Delegated Roles and Responsibilities in the Governance of the Ryerson Retirement Plan be approved as presented.

October 1, 2020

University Relations
Monthly Metrics & Reach

June/July 2020

Media Relations

- Conducted media outreach for virtual graduation, highlighting involvement of last year's Honorary Doctorate recipient Eric McCormack.
- Provided media support on a recent report released by the Centre for Urban Research and Land Development that revealed Toronto is the fastest growing city in North America. The story was picked up by 17 outlets, including Toronto Star, Toronto Sun, CTV News, and Chicago-Sun Times.
- Secured guest appearances on CBC Here and Now and Global News Radio London for Colleen Carney, Faculty of Arts, on her new teen sleep app.
- Pitched Gary Hepburn as an expert to speak on online learning, securing interviews with CFRB & Toronto 640 radio.
- Supported external media requests related to petitions to remove the Ryerson statue.
- Faculty experts were compiled on a daily basis and pitched to media to speak on a variety of breaking news topics, including: Covid-19 re-openings, re-closings, and its impact on the economy; anti-Black racism protests and calls to defund the police, Cybersecurity and TikTok, Huawei's 5G network; and the WE Charity ethics review.
- A comparison of Ryerson University media coverage from January-June 2019 to January-June 2020 shows a **125% increase in media hits this year**. Much of the increase is due to Ryerson experts speaking to the pandemic.

Publications

- Ryerson Today (RT) produced 14 editions in June.
- Highest open rate was 47.2% for June 2 edition with Message from President Lachemi on 'Unity in a time of crisis'.
- Highest click rate was 5.4% for the June 30 Virtual Graduation Special Edition.
- Most popular story was "A virtual celebration for our graduates" with 1,850 clicks.
- Ryerson Today moved to a summer schedule in July with five issues distributed, and more than 20 stories posted online,
- Highest open rate was 47.6% for the July 29 edition with "Ryerson grad becomes overnight TikTok sensation"
- Most popular story was "Ryerson grad becomes overnight TikTok sensation" with 2,392 clicks
- Ryerson University Magazine summer 2020 edition featured a special "Photography Issue" theme. The editorial team switched gears due to Covid-19, creating new stories for the issue about the university response, alumni who are on the frontlines and, in keeping with the photography theme, images by image arts grads about the pandemic.
- Print copies of the magazine were delivered to more than 130,000 alumni, staff and faculty. Stories also were posted online in an accessible digital edition of the magazine, and shared through Ryerson Today.

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Marketing

- Led creative development and execution for the Chang School recruitment campaigns. The spring and summer campaigns wrapped and the fall campaign launched in late June. The campaigns have seen successful results with enrollments up more than 55% versus the same time last year.
- Developed a set of 10 videos that were semi live-streamed during the Convocation Celebration on June 30, as well as a highlight video to recap the event. More than 4,000 people tuned in to watch the celebrations (across Twitter, Facebook and YouTube).
- Worked with OVPECI on the design of the Anti-Black Racism Campus Climate Review Report which launched on July 17, in the lead up to Nelson Mandela International Day.
- Developed the RU4U name, identifier, and landing page to help OVPS promote the suite of programs, services and resources for new and returning Ryerson students for fall 2020 and beyond.
- Worked with Advancement to produce a video tour of the Campus Master Plan architectural model. Also adapted a 3D architectural fly-through video from Hariri Pontarini Architects adding music and Ryerson branding.
- Created a thank you video for BOG Chair Mitch Frazer to recognize his contributions to Ryerson over the years. The video was played as a farewell at his final board meeting on June 30.
- Designed COVID-19 safety signage (including posters, floor decals, etc.). Signage to be rolled out in phases across campus by FMD.
- Created a promotional video to encourage students to register for a Faculty of Arts prep course (SSH102), designed to ensure student success as they transition to an online learning environment.
- Led the creative development and media planning for the 2021 Law Recruitment Campaign set to launch in late-August.
- Continuing creative development and media planning for the TRSM Undergraduate and MBA campaigns, set to launch this fall.
- Led the design and production of the Undergraduate Admissions Handbook in collaboration with the Registrar's Office. The book (approximately 55,000 copies) will print in September.
- Working with the International Enrollment team on the design of the International Admissions Handbook, set to print in late September.
- Reputation Campaign launch now set for early October (initial efforts were paused due to COVID). Creative development has picked up again.
- Continuing to develop the brand platform messaging and visual identity for the Ryerson Venture Zone in Brampton.
- Box set of Ryerson University plans are underway including the International Plan, the 2030 Plan, and the Strategic Vision. The Academic Plan has been finalized and is posted online.

Website

- 12.3% increase in visits (1,056,256); 8.68% increase in visitors (509,682); 11.80% increase in pages viewed (3,372,074) compared to last June.

Social Media

- **Facebook:** Gained 184 followers to reach 76.5K. The president's announcement on not proceeding with the special constables program was most engaged with.

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- **Instagram:** Gained 431 followers to reach 32.8K. The announcement on not proceeding with the special constables program was also most engaged with. There were over 250 posts using the hashtag #RUgrad2020.
- **Twitter:** Activity around #RUgrad2020 had over 150 tweets. Tweet about not proceeding with the special constables program was most engaged with.
- **LinkedIn:** Gained 2,067 followers to reach 240.2K. The highest performing post was about students creating drones that carry COVID supplies, which had over 700 engagements.
- **Giphy:** Received 1.2M GIF and sticker views.

Digital Marketing

- Launched a new campaign for the Faculty of Arts Institute for Future Legislators virtual event series.
- Managing ads for The Chang School (social ads promoting fall recruitment) and FEAS' Master of Engineering Innovation and Entrepreneurship (MEIE) (search and social ads promoting online info sessions).
- Working with agency partners on search advertising campaigns for MBA and Grad Studies recruitment.

August 2020

Media Relations

- Full page Q&A with Law School Dean Donna Young was featured in September issue of Toronto Life.
- Annual Back to School campaign included media outreach on virtual orientation events, new courses, international student support and experts speaking on how COVID-19 is changing the back to school routine for 2020. More than 60 outlets covered Back to School at Ryerson, including CBC, Global News, Toronto Star and CityTV.
- Wrote and pitched news release for The Chang School on fall enrolment increase of 51% of adult learners over previous year.
- Secured coverage in Daily Hive Toronto for ‘Pebs and Hex’, an installation at the CN Tower by Professor Victor Perez-Amado, School of Urban and Regional Planning.
- Media trained all new professors within the Faculty of Law and added all to the Faculty Experts Database.
- Secured coverage for online will-making company, Epilogue, from the Legal Innovation Zone (LIZ), in the Toronto Star and Globe and Mail.
- Ryerson Faculty Experts, compiled and distributed by Central Communications each morning, were quoted extensively on topics such as COVID-19 reopening plans and how back to school may boost infections, the WE Charity scandal, TikTok usage in Canada, and the appointment of a new leader to the Federal Conservative party.

Publications

- Published 6 editions of Ryerson Today e-newsletter.
- Edition with the highest open rate of 49.6% was ‘A message from President Lachemi about fall convocation’
- Story with the most amount of clicks (1,261) was ‘Top 10 orientation events to kick off the school year’.

Marketing

- Developed and launched the Faculty of Law digital campaign, focused on recruiting the second cohort of 150 students.Campaign includes a strong focus on photography and videography which features current Ryerson Law students and runs through to November 1.
- Updating Law Kira Admissions videos with new footage (recorded remotely) of Donna Young, Toni De Mello, and four Law faculty members.
- Developed Faculty of Law marketing assets including slides for lobby screens, promotional items for student welcome kits, etc.
- Finalized the brand development for the Ryerson Venture Zone in Brampton including their brand platform and visual identity. Working on branded marketing templates for September.
- The Undergraduate Admissions Handbook created in-house was sent to print (55,000 copies). The Office of the Registrar is in the process of mailing 11,000 to high schools.

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- Continuing to work on the development of the International Admissions Handbook, set to print in late September (3,000 copies).
- Created nine international one-sheet templates to support the International Enrollment Office's recruitment efforts (Spanish, Brazilian Portuguese, Russian, Vietnamese, Korean, Farsi, Arabic, Japanese, and Mandarin). An English version and US-specific template were also created.
- Faculty of Arts prep course video continued to roll out in August. The video helped secure more than 300+ registrations for the course which was designed to ensure success as students transition to online learning.
- Developed Invocation and Faculty specific Welcome Videos for the Office of the President that were used to kick off Orientation.
- Created a short video for incoming TRSM students to remind them why they chose TRSM and to demonstrate how the school is prepared for an online fall term.
- Provided guidance to Navitas on branding for Ryerson University International College promotional materials.
- Updated BOG and EG photosheet designs.
- Continuing to work on the development of articles, web-page copy, illustrated assets, and website design for Ryerson's Reputation campaign. The campaign kicks off on October 1.
- Continuing creative development and media planning for the TRSM BComm campaign set to launch September 25.
- Developing campaign concepts for TRSM's MBA campaign which will roll out on October 28. Concepts are in the focus group testing phase with current MBA students.
- Revisiting the creative from The Chang School's fall campaign as we prepare for the winter registration launch in November (digital launches in November, other elements launch in September).
- Development of the Ryerson University plans Box Set continues.

Website

- 6.8% increase in visits (1,263,972); 2.74% increase in visitors (541,139); 8.30% increase in pages viewed (4,599,021) compared to August 2019.
- With people staying at home, we've seen a shift from mobile to desktop. Desktop visits increased by 17.9% and mobile decreased by 5.2% compared to August 2019.

Social Media

- **Facebook:** Gained 339 followers to reach 77K. Most engaging post was a joint comms announcement with other Toronto schools about convocation.
- **Instagram:** Gained 595 followers sto reach 33.7K. Most engaging post was a photo looking up a quiet Yonge Street towards the SLC.
- **Twitter:** Gained 165 to reach 59K. Most engaging tweet was about a study by Ryerson's Diversity Institute, which found that Black and racialized people are underrepresented on boards of organizations across Canada.
- **LinkedIn:** Gained 2,379 followers to reach 245.2K. Most engaging post featured the nostalgic 1980s photography of alum Avard Woolaver.
- **Giphy:** Received 842.1K GIF and sticker views.

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Digital Marketing

- Continued managing ads for The Chang School (social ads promoting fall recruitment), which is tracking about 50% ahead in its fall enrolment numbers versus the same time last year.
- Wrapped a small campaign for the Faculty of Arts Institute for Future Legislators virtual event series.
- Worked with agency partners on the launch of the Faculty of Law recruitment campaign and the continued (year-round) MBA search and display ad campaign.
- Preparing for multiple campaign launches in September (developing media plans, briefing agencies where necessary, planning website refreshes and setting up new conversion tracking, evaluating creative requirements, etc.).

Date July 20, 2020

To: Jennifer Hicks
Secretary, Ryerson Election Procedures Committee

From: Colleen L. Dempsey
Returning Officer

Re: **Board of Governors Alumni Election 2020 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 Percentage
Appendix E	Acknowledgements

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

Ian Mishkel

Vice-President, University Advancement and Alumni Relations

Krishan Mehta

Assistant Vice-President, Engagement

BOARD OF GOVERNORS ALUMNI ELECTION 2020 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 (9) in alphabetical order of surname	**Vote Count**
CLARKE RODRIGUES, Meghan	**170**
EL ALAMI, Asmae	**141**
FRIENDLY, Lynda	**251**
GARAY, Camilo	**354**
GOLDBERG, Perry	**101**
MAJUMDER, Mimi	**151**
PERRUZZA, Daniel	**79**
RODRIGUES, Ryan	**84**
TESTA, Stephen	**74**

RESULTS SUMMARY	
Eligible voters	**212,351**
Ballots submitted	**1,463**
Votes cast	**1,405**
Declined to vote	**58**
Participation rate	**.69%**

NOTES

There is no paper ballot voting in the alumni election.

BOARD OF GOVERNORS ALUMNI ELECTION 2020 RESULTS

Appendix B

DECLARATION OF RETURNING OFFICER

I hereby declare the following candidate elected:

BOARD OF GOVERNORS ALUMNI MEMBER	
Candidate Name	**Vote Count**
GARAY, Camilo	**354**

Ryerson University

BOARD OF GOVERNORS ALUMNI ELECTION 2020 RESULTS

Appendix C

RESULTS IN ORDER OF STANDING

ALUMNI ELECTION	
Candidates (9) in order of standing	**Vote Count**
GARAY, Camilo	**354**
FRIENDLY, Lynda	**251**
CLARKE RODRIGUES, Meghan	**170**
MAJUMDER, Mimi	**151**
EL ALAMI, Asmae	**141**
GOLDBERG, Perry	**101**
RODRIGUES, Ryan	**84**
PERRUZZA, Daniel	**79**
TESTA, Stephen	**74**

Ryerson University

BOARD OF GOVERNORS ALUMNI ELECTION 2020 RESULTS

Appendix D

VOTING PERCENTAGE

ALUMNI ELECTION	
Total number of eligible voters	**212,351**
Total number of voters who participated	**1,463**
Percentage of voters who participated	**.69%**

BOARD OF GOVERNORS ALUMNI ELECTION 2020 RESULTS

Appendix E

ACKNOWLEDGMENTS

ALUMNI ELECTION

All Board of Governors Elections rise and fall on the strength and dedication of the Board of Governors Elections Team. During each election cycle, the contributions of all members of any given Elections Team are important, appreciated and valued; however, this has never been more true than during the 2020 Board of Governors Alumni Election.

Faced with the unprecedented challenge of conducting a Board of Governors Alumni Election during the midst of the COVID-19 pandemic and coupled with unexpected technological challenges, the Board of Governors Election Team adapted to the new paradigm thus delivering a successful, neutral and transparent election process.

This feat would not have been possible without the dedication, support and hard work of the members of the Board of Governors Election Team, all of whom deserve recognition and acknowledgement. Many of whom worked on week-ends, late into the evenings, on the statutory holiday and while on scheduled holidays. Others lent their considerable intellectual capital and institutional knowledge to aid in responding to the various concerns that arose. To that end, it is important to recognise and acknowledge those listed below for their assistance and support, without which the election would not have succeeded. Finally, it is also important to acknowledge the exceptional contributions of Zorida Ali, Ava Kan, Yaghoub Soltanpour and Hannah Williams without whom the Board of Governors Alumni Election 2020 may have failed.

Board Secretariat
Giselle Basanta
Eunkyung (Josie) Lee
Jennifer MacInnis
Hannah Williams

Computing and Communications Services
Imran Barolia
Tony Davison
Paul Harding
Mohandas Kannoth

BOARD OF GOVERNORS ALUMNI ELECTION 2020 RESULTS

Yaghoub Soltanpour

Office of the Registrar
Paula Doyle
Ava Kan
Julie Zahab

University Advancement / Alumni Affairs
Zorida Ali
Sergio Chiodo
Sue-Ann Davison
Meredith Jordan
Als Thompson

SENATE MEETINGS - 2020-2021

For Agendas and Minutes, go to: https://www.ryerson.ca/senate/senate-meetings/

ORIENTATION:
Tuesday, September 15, 2020 (5:00 p.m.) - Senate Members Orientation – Through Zoom Video Conference

NOTE: The following meetings will start at 5:00 p.m., and will be conducted through Zoom Video Conference until further notice.

MEETING DATE	DEADLINE TO SUBMIT ITEMS FOR THE AGENDA
Tuesday, October 6, 2020	Tuesday, September 15, 2020
Tuesday, November 3, 2020	Tuesday, October 13, 2020
Tuesday, December 1, 2020	Tuesday, November 17, 2020
Tuesday, January 26, 2021	Tuesday, January 12, 2021
Tuesday, March 2, 2021	Tuesday, February 9, 2021
Tuesday, April 6, 2021	Tuesday, March 16, 2021
Tuesday, May 4, 2021	Tuesday, April 13, 2021
Tuesday, June 1, 2021	Tuesday, May 11, 2021

Please email Donna Bell, Secretary of Senate (dbell@ryerson.ca) or Lucia Stewart, Administrative Assistant to the Secretary of Senate (lstewart@ryerson.ca) if you require further information.

RYERSON UNIVERSITY COMMON ABBREVIATIONS

A

AAA	Academic Administrative Appointments
ABRT	Assessing Behavioural Risk Team
ADM	Assistant Deputy Minister
AMS	Applicant Management System (being phased out and replaced by eHire)
APG	Academic Planning Group
ARC	Ryerson Anti-Racism Coalition
ATB	Across the Board salary increase
AVPI	Assistant Vice-President, International
AVPUR	Assistant Vice-President, University Relations

B

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

C

CAC	Counsellor Appointments Committee
CCS	Computing and Communications Services
CDAL	Chair, Director Administrative Leave
CDI	Career Development Increment (RAF Only)
CESAR	Continuing Education Student Association of Ryerson
CFO	Chief Financial Officer
CHRO	Chief Human Resources Officer
CSS	Community Safety and Security
CTO	Compensating Time Off
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)

D

DCC	Daphne Cockwell Complex
DEC	Departmental Evaluation Committee (for RFA)
DHC	Departmental Hiring Committee (for RFA)
DM	Deputy Minister
DMZ	Digital Media Zone
DOA	Director of Administration

E

eAppoint	System used for decentralized contract entry (a service of eHR)
ECI	Equity and Community Inclusion (formerly 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

FOA	Faculty of Arts
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
FOL	Faculty of Law
FOS	Faculty of Science
FS	Financial Services
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
GCBS	General Counsel and Board Secretariat
GCM	School of Graphic Communication
GL	General Ledger
GPSS	Graduate and Professional Student Survey

H

HRMC	Human Resources Management Consultant
HRMS	Human Resources Management System
HRS	Human Rights Services

I

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

J

JD	Job Description

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
MYA	Multi-Year Agreement

N

NASM	Net Assignable Square Metres
NGO	Non-Governmental Organization
NUC	Non Union Casual
NSSE	National Survey of Student Engagement

O

OAC	Ontario Academic Credit
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

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
PVPA	Provost and Vice President, Academic

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.
RRPP	Ryerson Retirement Pension Plan
RSU	Ryerson Students' 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
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
The Chang School	The Chang School of Continuing Education
TRSM	Ted Rogers School of Management

U

UA	University Advancement
UBS	University Business Services
UPK	User Productivity Kit (system used to house on-line training for system and web based applications)
UPO	University Planning Office

V

VPAO	Vice President, Administration and Operations (formerly VP, Administration and Finance)
VPECI	Vice President, Equity and Community Inclusion
VPFA	Vice Provost, Faculty Affairs
VPRI	Vice-President, Research and Innovation

VPUA	Vice-President, University Advancement and Alumni Relations

THIRD PARTY ORGANIZATIONS

AUCC	Association of Universities and Colleges of Canada
CAUT	Canadian Association of University Teachers
CAUBO	Canadian Association of University Business Officers
CCOU	Council of Chairs of Ontario Universities
CFI	Canada Foundation for Innovation
CFS	Canadian Federation of Students
CFS-O	Canadian Federation of Students - Ontario
CIFAR	Canadian Institute for Advanced Research
CIHR	Canadian Institute of Health Research
COU	Council of Ontario Universities
COUS	Council of Ontario University Secretaries
CSRDE	Consortium for Student Retention Data Exchange
CUDO	Common University Data Ontario
CURIE	Canadian Universities Reciprocal Insurance Exchange
CUSC	Canadian Undergraduate Survey Consortium
FSCO	Financial Services Commission of Ontario
HEQCO	Higher Education Quality Council of Ontario
MTCU	Ministry of Training, Colleges and Universities
NAUBCS	National Association of University Board Chairs and Secretaries
NRC	National Research Council of Canada
NSERC	Natural Sciences and Engineering Research Council of Canada
OCAV	Ontario Council of Academic Vice-Presidents
OCGS	Ontario Council of Graduate Studies
OCUFA	Ontario Confederation of University Faculty Associations
OUAC	Ontario Universities' Application Centre
SSHRC	Social Sciences and Humanities Research Council of Canada