

BOARD OF GOVERNORS
September 29, 2021
1:30 p.m. to 3:30 p.m.
Video and Teleconference
 Livestream Link: <https://youtu.be/CQRNA4cK1Ng>

Time		Item	Presenter/s	Action
1:30	1.	IN-CAMERA DISCUSSION (Board Members Only)	Tony Staffieri	Information
1:40	2.	IN-CAMERA DISCUSSION (Executive Group Invited)	Tony Staffieri	Information
END OF IN-CAMERA SESSION				
1:50	3.	INTRODUCTION		
	3.1	Chair's Remarks	Tony Staffieri	Information
	3.2	Approval of the September 29, 2021 Agenda	Tony Staffieri	Approval
1:55	4.	REPORT FROM THE PRESIDENT	Mohamed Lachemi	Information
	5.	REPORT FROM THE SECRETARY	Julia Shin Doi	Information
	6.	REPORT FROM THE PROVOST AND VICE PRESIDENT ACADEMIC	Jennifer Simpson	Information
	6.1	The Academic Year Ahead		
2:15	7.	DISCUSSION ITEMS		
	7.1	Report from the Chair of the Executive Committee	Jack Cockwell	Information
	7.2	Report from the Chair of the Employee Relations and Pensions Committee	Andrew McKee	Information
	7.2.1	Ryerson Retirement Pension Plan Valuation Report December 31, 2020	Joanne McKee Jan Neiman	Approval
	7.2.2	Appointment of the Actuary for the Ryerson Retirement Pension Plan	Joanne McKee Jan Neiman	Approval
	7.3	Report from the Chair of the Finance Committee	David Porter	Information

8. FOR INFORMATION

- | | | | |
|-----|---|------------------|-------------|
| 8.1 | Senate Meeting Schedule 2021-22 | Jennifer Simpson | Information |
| 8.2 | Ryerson University Common Abbreviations | Julia Shin Doi | Information |

9. CONSENT AGENDA

- | | | | |
|-----|---|----------------|-----------------|
| 9.1 | Approval of the June 29, 2021 Minutes | Tony Staffieri | Approval |
| 9.2 | Approval of the August 26, 2021 Minutes | Tony Staffieri | Approval |

3:30 10. TERMINATION

NEXT MEETING: November 29, 2021

Index of Presenters

Board Members:

Jack Cockwell, Vice Chair of the Board, Chair of the Executive Committee
Mohamed Lachemi, President & Vice-Chancellor
Andrew McKee, Chair of the Employee Relations and Pensions Committee
David Porter, Chair of the Finance Committee
Tony Staffieri, Board Chair

Executive Group Members:

Jennifer Grass, Assistant Vice-President, University Relations
Joanne McKee, Chief Financial Officer
Julia Shin Doi, General Counsel, Secretary of the Board of Governors and University Privacy Officer
Jennifer Simpson, Provost and Vice-President, Academic

Senior Management and Other Presenters:

Jan Neiman, Director, Pensions and Benefits



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
September 29, 2021



BOARD GREETINGS – I am pleased to welcome new and returning members of the Board of Governors to the 2021–22 academic session. Thank you all for your continued goodwill and determination, and my best wishes for a healthy, safe, and productive year.

STANDING STRONG TASK FORCE REPORT – On August 25, after 10 months of conversations and community engagement, learning and unlearning, research and reflection, the Standing Strong (Mash Koh Wee Kah Pooh Win) Task Force's final report was presented to the university's executive team by co-chairs Joanne Okimawinew Dallaire, elder (Ke Shay Hayo) and senior advisor, Indigenous relations and reconciliation, and Catherine Ellis, associate professor in the Department of History. The following day, the Board of Governors approved a motion to accept all 22 of the report's recommendations. These include renaming the university, sharing materials to recognize the legacy of Egerton Ryerson, and providing more opportunities to learn about Indigenous history and Indigenous and colonial relations. The Task Force recommendations were heavily informed by the participation of over 11,000 Ryerson community members. The Task Force survey generated 22,860 individual question responses. More than 250 people participated in community conversations, and more than 250 emailed the Task Force directly. The report can be accessed online at www.ryerson.ca/next-chapter. I have encouraged all our community members to read it and learn more about where we have come from, where we are now, and how this report and its recommendations will guide us into a more inclusive future.

RETURN TO CAMPUS – Effective September 7, 2021, Ryerson University is requiring all students, faculty, staff, contractors, and visitors coming to campus to be fully vaccinated. Those who are not fully vaccinated yet or who will be seeking an exemption for reasons recognized under Ontario's Human Rights Code are required to participate in the Rapid Antigen Testing Program in order to access campus. All students living in residence and all student-athletes competing on varsity and competitive club teams are required to be fully vaccinated with a Health Canada or World Health Organization approved COVID-19 vaccine. To promote vaccination efforts, the University has launched a vaccination confidence campaign; we continue to make vaccines available to students and other community members through the Ryerson Medical Centre. In addition, the University has put into place safety protocols including enhanced cleaning, health screening via the RyersonSafe app, and increased ventilation and air purification.

CONGRATULATIONS

Harald Bauder, professor of geography and environmental studies; *Tara Collins*, professor of child and youth care, and *Frank Russo*, professor of psychology, will each lead major new projects involving international collaborators after securing Partnership Grants totalling nearly \$7,500,000 from the Social Sciences and Humanities Research Council of Canada (SSHRC). Prof. Bauder's project will create research hubs on four continents—North America, South America, Africa, and Europe—to study the support provided for newcomers by sanctuary and solidarity cities, to create conversations between cities, and

to drive local policy that will improve support for migrants. Prof. Collins' project, based on Ryerson's International and Canadian Child Rights Partnership, will study the human rights of children and youth around the world with the aim of advancing their participation in matters affecting them. Younger people will be heavily involved throughout the research program. Prof. Russo's project will engage international researchers to study how group singing can help people living with Parkinson's disease, aphasia, stuttering, hearing loss, and breathing disorders. From there, researchers will collaborate with the Chang School of Continuing Education to develop a training program for practitioners.

Alex Boukin (Aerospace Engineering) is a co-founder of Scatr, Inc., which has won the \$1 million grand prize in Health Canada and Impact Canada's Drug Checking Technology Challenge. The company's innovative device, the Scatr Series One, is a dual spectrometer that can accurately and quickly test illegal street drugs for multiple substances, including hard-to-detect fentanyl. The device is currently being piloted at three Ontario harm-reduction sites, and the prize money will go towards R&D and commercialization.

The *Business Management Studies, Hospitality and Tourism Management (HTM)*, and *Ted Rogers MBA* programs have achieved impressive national and international rankings. In the 2021 Shanghai Ranking of academic subjects, HTM was ranked among the top 100 globally for the second consecutive year, and second in Canada. In the 2021 QS World University Rankings by Subject, Business Management Studies ranked #100 globally (in a tie with the University of Cambridge), and #4 in Canada, for citations per paper. The Ted Rogers MBA program was ranked third on Bloomberg Businessweek's 2021-22 survey of MBA programs in Canada.

Profs. *Gagan Gupta* and *Roxana Sühring* from the Faculty of Science and Prof. *Linda Zhang* from The Creative School have each received \$250,000 in research grants through the federal government's New Frontiers Research Fund Exploration program, which is designed to support "cutting-edge interdisciplinary, international, and transformative research." Prof. Gupta's project, CHEMA-ID, will develop and test biosensor technology that works inside living cells to address side-effects caused by interactions of drugs with proteins, thus aiding the development of new drugs. Prof. Sühring's project, "Identification of microplastic sources using environmental forensic fingerprinting techniques," will provide important information for wastewater treatment and efforts to reduce, remove, and mitigate emissions. Prof. Zhang's project, Spaces Beyond Imagination, is a therapeutic shared virtual reality (VR) project aimed at building resilience in communities and neighbourhoods disproportionately impacted by COVID-19.

Shelagh McCartney, professor of urban and regional planning and founder of the Together Design Lab, has been named a 2021 Fellow of the Royal Architectural Institute of Canada. Fellows are adjudged to have "achieved professional eminence or ... rendered distinctive service to the profession or to the community at large," and they commit to advancing excellence in architectural practice and scholarship.

The RTA School of Media has been named by The Hollywood Reporter as one of the "20 Best International Film Schools of 2021." The publication cited the school's "RTA in LA" course, which offers two weeks in Los Angeles working with industry professionals, and the brand-new dual Media

Production MBA Pathway, which combines The Creative School's Master of Media Production (MA) with TRSM's Master of Business Administration (MBA).

The School of Image Arts has been listed as one of Hollywood-based publication *MovieMaker's* top 40 "Best Film Schools in the U.S. & Canada 2021." The school, which offers a documentary media program, was cited for its "outstanding documentary training."

Julia Shin Doi, general counsel, secretary of the Board of Governors and university privacy officer, has been appointed to Canadian Lawyer's inaugural editorial board. In this role, she and her colleagues, all of them legal leaders in Canada, will provide impartial input on the publication's editorial content.

PARTNERSHIP

INCUBATOR IN CAIRO – The DMZ, in partnership with Universities of Canada in Egypt, has announced an incubator program that will launch at Ryerson's Cairo campus in October. Applications are open for the sector-agnostic program, which will offer high-potential tech startups a workspace, guidance from program leads and mentors, workshops led by experts, networking opportunities, connections with peers, and access to the North American startup ecosystem. The program will benefit from, and bolster, Cairo's status as a tech hub in Egypt and the broader Middle East and North Africa region.

EVENTS & INITIATIVES

CELEBRATING INDIGENOUS GRADUATES – On June 9, Ryerson Aboriginal Student Services hosted a virtual gathering to honour Indigenous graduating students, as well as students who completed the Aboriginal Foundations Certificate. Congratulatory remarks were delivered by Elder Joanne Dallaire (Ke Shay Hayo) and notable Indigenous alumni including author and journalist Waubgeshig Rice; storyteller Jennifer Alicia Murrin; and author, hand drummer, and social worker Lisa Osawamick. As keynote speaker, author and investigative journalist Tanya Talaga (Honorary Doctor of Laws '21) addressed the trauma caused by residential schools and the legacy of Egerton Ryerson, while delivering a message of hope and encouraging graduates to celebrate their milestone with pride. The event also celebrated current Indigenous students who have received awards and scholarships.

BLACK STUDENTS' GRADUATION CELEBRATION – On June 10, the University hosted its second annual Black Students' Graduation Celebration, which was attended by approximately 150 recent graduates. Honorary doctorate recipient Justice Gregory Regis spoke about his personal and professional journey from an impoverished village in St. Lucia to journalism studies at Ryerson to his appointment, in 1999, as the first non-white judge on the bench of the Ontario Court of Justice. Regis encouraged the graduates to embrace opportunities to be leaders. The event was hosted by alumni Justin Bobb (Sociology '12), director of sport programming at MLSE LaunchPad, and Keneca Pingue-Giles (Criminology '15, M.A. in Public Policy and Administration '16), Student-at-Law at Blake, Cassels & Graydon LLP. As a Black Excellence Initiative, the celebration was organized in partnership with the Office of the Vice-President, Equity and Community Inclusion; the Office of the Vice-Provost, Students (Tri-Mentoring Program, and Student Life Programs); the Office of the Vice-Provost, Academic (Experiential Learning); and Alumni Relations.

NATIONAL INDIGENOUS PEOPLES DAY – On June 21, Ryerson held an online opening ceremony to mark the 25th annual National Indigenous Peoples Day. Introductory remarks were given by Joanne Dallaire; Denise O’Neil Green, vice-president, equity and community inclusion; and Monica McKay, director of Aboriginal Initiatives. Joanne Dallaire and Amy Desjarlais Waabishka Kakaki Zhaawshko Shkeezhgokwe (White Raven Woman with Turquoise Eyes) then shared a teaching about the significance of the summer solstice. Curtis Maloley, educational developer at the Centre for Excellence in Learning and Teaching, shared resources for self-guided learning so community members could participate in truth and reconciliation. On June 23, the Generous Futures panel series on philanthropy hosted the discussion “Indigenous Perspectives Decolonizing,” which examined giving through an Indigenous lens and addressed how colonial forms of giving continue to harm and exclude Indigenous peoples. The discussion was moderated by Damien Lee, assistant professor and Canada Research Chair in Biskaabiiyang and Indigenous Political Resurgence, and panelists were Kris Archie, CEO of Circle on Philanthropy; Sarah Midanik, president and CEO of The Gord Downie & Chanie Wenjack Fund; and Sky Bridges, CEO of The Winnipeg Foundation.

BRAMPTON’S SUPPORT FOR MEDICAL SCHOOL PROPOSAL – On June 23, Brampton’s Committee of Council voted unanimously in favour of supplying \$1 million to support the University’s business case submission to the Province of Ontario for a school of medicine in Brampton. The funding matches the \$1 million granted by the Province of Ontario earlier this year. The successful motion allocating the funding also provides for collaboration between University and City staff to find potential locations for the medical school and to host community consultations about its planning.

EXAMINING IMMIGRATION POLICY – On July 9, First Policy Response hosted the virtual town hall “Changes to Immigration Policy during COVID-19,” which opened with Toronto Star immigration reporter Nicholas Keung interviewing Minister of Immigration, Refugees and Citizenship Marco Mendicino. A panel discussion followed, featuring Anna Triandafyllidou, Canada Excellence Research Chair (CERC) in Migration and Integration; Rupa Banerjee, Canada Research Chair in Economic Inclusion, Employment and Entrepreneurship of Canada’s Immigrants and associate professor of human resource management and organizational behaviour; Shamira Madhany, managing director, Canada and deputy executive director at World Education Services; and Mohan Doss, director of newcomer programs and services at WoodGreen Community Services. The panel critically took up the issues raised in the interview and explored possibilities for Canada to be more strategic in its investments to support newcomers, and in finding ways to enable them to put the skills and experiences they have gained abroad to good use.

BRAMPTON VENTURE EXPO – On August 17 and 18, the Ryerson Venture Zone in Brampton hosted the Brampton Venture Expo, an online event about building a tech startup and finding jobs in the tech sector. It featured talks by company representatives, Ryerson leaders, Mayor Patrick Brown, and inspiring local business leaders such as Cargojet CIO Anju Virmani, Trufan CEO Swish Goswami, and digital innovator Bruce Croxon, host of BNN and CTV’s *The Disruptors* and former *Dragon’s Den* “dragon.” Participants were given access to one-on-one and group networking opportunities with other entrepreneurs, as well as a talent expo with startups looking to hire in various roles. The closing presentation featured a performance by Tamil-Canadian rapper Shan Vincent de Paul, who also spoke

about his journey from growing up in Brampton to making a name for himself on the Indian hip-hop scene.

from the President's Calendar

May 31, 2021: I chaired a regular online meeting of the Board of the Council of Ontario Universities (COU).

May 31, 2021: Along with Chief of Staff and Executive Director, Communications Michael Forbes; Assistant Vice-President, University Relations Jennifer Grass; and General Counsel, Secretary of the Board of Governors and University Privacy Officer Julia Shin Doi, I met online with William Robins and Lisa Khoo, respectively the president and Board chair of Victoria University, Toronto. They explained to us their process of critically examining the legacy of Egerton Ryerson, which in June resulted in their ending the use of his name for honorific purposes.

June 1, 2021: Along with Deputy Provost and Vice-Provost, University Planning Glenn Craney, I met online with a team from Navitas to discuss the continued evolution of the organization's partnership with Ryerson.

June 1, 2021: I recorded video remarks about Ryerson's response to the pandemic in advance of the online launch of the CivicLabTO Academic Summit & Discussion Series on June 10. The series focused on renewal and resilience and was hosted by the City of Toronto in collaboration with Ryerson and the other seven Toronto-area higher-education institutions (HEIs).

June 2, 2021: I met online with Christian Blanchette, president of L'Université du Québec à Trois-Rivières, to discuss Ryerson's experience in community engagement and city-building.

June 3, 2021: I chaired a regular meeting of the finance committee of Universities Canada.

June 3, 2021: Along with the presidents of other Ontario HEIs, I participated in an online conversation with representatives of the Ministry of Colleges and Universities about reopening in the fall.

June 3, 2021: I participated in a Universities Canada call with former prime minister Brian Mulroney, who spoke from his own experience about public confidence, social aspects of recovery, and leadership in turbulent times.

June 4, 2021: I was proud to deliver remarks during a virtual press conference hosted by Mona Fortier, minister of middle class prosperity and associate minister of finance, who announced \$1.9 million in funding from Environment and Climate Change Canada for the Ryerson Leadership Lab's climate engagement project.

June 4, 2021: Ahead of the Ryerson Democracy Forum's virtual event "Prime Minister Justin Trudeau: Reckoning and Recovery," I met online with Mr. Trudeau to thank him for joining the Ryerson community for the event and inform him about important initiatives at the University. I then delivered welcoming remarks at the start of the event.

June 7, 2021: I met online with President of Seneca College David Agnew in his capacity as the new chair of the education committee of the United Way to discuss how Ryerson can contribute to the charity's 2021 campaign.

June 8, 2021: I delivered welcoming remarks for the Centre for Urban Energy's online 10th-anniversary Clean Energy Expo, during which I thanked academic director Bala Venkatesh and his team for developing strong partnerships that lead to solutions for today's challenges.

- June 8, 2021:* Along with other Ryerson senior leaders, I participated in an online discussion led by Jill Birch, founder and CEO of Birchgrove Inc., who is a researcher and expert in leadership. Together, we spoke about how to embed change as we emerge from the pandemic.
- June 8 and 9, 2021:* As a council member, I participated in a regular online meeting of the National Research Council.
- June 9, 2021:* During the Economic Club of Canada's virtual 2021 Healthcare Outlook Summit, I was a panellist for the session titled "The Future of Medical Education: Innovation for the Next Generation of Healthcare Providers." The other panellists were Joy Johnson, president of Simon Fraser University, and Ali Houshmand, president of Rowan University. The moderator was Geneviève Moineau, president and CEO of the Association of Faculties of Medicine Canada. I spoke about the innovative, community-centred approach we are putting forward with our proposed medical school.
- June 9, 2021:* Along with Joanne Dallaire, Michael Forbes, and Denise O'Neil Green, I met online with Chief Stacey Laforme of the Mississaugas of the Credit First Nation to discuss potential partnership to support Indigenous peoples.
- June 9, 2021:* I was pleased to give welcoming remarks during the Indigenous Graduation Celebration and Awards Celebration, which was hosted online by Ryerson Aboriginal Student Services.
- June 10, 2021:* During the International Conference on Cementitious Materials (ICCM), I delivered remarks online in praise of my mentor in engineering research, Pierre-Claude Aïtcin, professor emeritus of engineering at the University of Sherbrooke. Aïtcin was receiving the ICCM 2021 Award.
- June 10, 2021:* I attended the digital premiere of the 2021 edition of Mass Exodus, the annual fashion event developed by students at The Creative School.
- June 11, 2021:* Along with Dean of the Creative School Charles Falzon; Assistant Vice-President, Zone Learning and Strategic Initiatives John MacRitchie; Director, Zone Learning Richard Lachman; DMZ Executive Director Abdullah Snobar; and Michael Forbes, I met with a team from the Toronto Star to discuss potential partnerships in journalism, innovation, zone learning, health care, and care for the ageing.
- June 12, 2021:* I attended a vigil at the International Muslim Organization mosque in Etobicoke in remembrance of the Afzaal family, four of whom were killed by the driver of a truck on June 7.
- June 14, 2021:* The Joint Strategic Management Committee met to discuss the University's partnership with Navitas.
- June 14, 2021:* As a member, I attended a regular meeting of the advisory board of the Brookfield Institute for Innovation + Entrepreneurship.
- June 14, 2021:* At a vigil at Brampton City Hall in remembrance of the Afzaal family, I delivered remarks calling on community members to honour the lives of the victims and take action towards condemning anti-Muslim racism, Islamophobia, xenophobia, discrimination, and hate in all its forms.
- June 16, 2021:* I met online with Trevor Young, then dean of the Temerty Faculty of Medicine at the University of Toronto (and now the university's acting vice-president and provost) to discuss potential collaboration with Ryerson in the area of healthcare education.
- June 16, 2021:* I attended a regular online meeting of the board of directors of Universities Canada.
- June 16, 2021:* Along with Director of Community Engagement Nauman Khan, I met with the board of Punjabi Community Health Services, which is based in Brampton, to secure their support for the proposed medical school in their city.

- June 17, 2021:* During the annual meeting to review the Esch Awards, which are given by the Centre for Engineering Innovation and Entrepreneurship within FEAS, I delivered remarks thanking the Norman Esch Foundation for its support.
- June 17, 2021:* I recorded a video congratulating student award winners at the Daphne Cockwell School of Nursing, to be shown on the school's website.
- June 17, 2021:* I attended a virtual book launch for the third edition of the Kaplan Law book *Pension Law*, by Ari Kaplan and former Board chair Mitch Frazer (Honorary Doctor of Laws '21).
- June 18, 2021:* I had an introductory meeting online with Paul Godfrey, Chair of Postmedia.
- June 18, 2021:* I attended the virtual workshop "Governing in Times of Profound Change," which was organized by the COU for Ontario university board members. The event's special guest speaker was former governor general David Johnston.
- June 21, 2021:* I was honoured to give welcoming remarks for the University's virtual ceremony to open National Indigenous People's Day.
- June 21, 2021:* I hosted an online ceremony for the recipients of 2021 honorary doctorates and their families and friends; it featured a video presentation that honoured the recipients' achievements.
- June 22–24, 2021:* I attended the virtual convocations for which I had prepared videos – for Arts and YSGS (June 22), Science and YSGS (June 22), FCAD and the Yeates School of Graduate Studies (June 23), FCS and the Chang School (Nursing) (June 24), TRSM (June 24), and The Chang School (June 24).
- June 22, 2021:* I chaired a special online meeting of COU executive heads to thank departing executive heads.
- June 23, 2021:* Along with Vice-President, Administration and Operations Deborah Brown; Glenn Craney; Michael Forbes; and then-Interim Provost and Vice-President, Academic Saeed Zolfaghari, I met online with David Kaplan, chief of clinical quality at Ontario Health, to discuss protocol and guidelines for dealing with COVID-19 on campus.
- June 23, 2021:* I delivered a presentation to Brampton City Council to give them an overview of the University's vision for a medical school, highlight next steps in our process, and ask the city to match provincial funding for the proposal, which they agreed to do.
- June 24, 2021:* Along with Usha Srinivasan, director of the Ryerson Venture Zone, I attended Brampton's virtual Board of Trade Prosperity Roundtable, during which I presented the University's plans for a new kind of medical school, which has the potential to contribute strongly to the city's future prosperity.
- June 24, 2021:* As a member of the Coalition of Innovation Leaders Against Racism (CILAR), I attended a regular members' meeting online.
- June 25, 2021:* I recorded welcoming video remarks for the conference *Leaders of Today: A Time for Action*, which the University hosted online on June 26 for elected executive and board members of Ryerson student societies, as well as student Board and Senate representatives.
- June 25, 2021:* I was proud to receive an honorary doctorate from Ontario Tech University. During the online ceremony, I delivered remarks calling on graduates to seize the opportunities that will emerge in the months and years to come as Ontario and the world recover from the pandemic.
- June 29, 2021:* I recorded remarks to be delivered on July 5, the first day of the 2021 edition of Shad Canada—a STEAM and entrepreneurship program for students in grades 10 and 11. This year, Ryerson is one of the program's institutional hosts, and as it is being offered online, I welcomed participants to the University's virtual campus.
- June 29, 2021:* I chaired a regular online meeting of the opportunities working group.

- June 30, 2021:* I attended an online meeting of the COU's HR committee.
- July 5, 2021:* I met online with Brampton City Councillor Martin Medeiros to update him on the progress the University is making in Brampton with its strategy for healthcare education.
- July 5, 2021:* I met online with Brampton City Councillor Harkirat Singh to update him on the progress the University is making in Brampton with its strategy for healthcare education.
- July 5, 2021:* I met online with Brampton City Councillors Rowena Santos and Paul Vicente to update them on the progress the University is making in Brampton with its strategy for healthcare education.
- July 5, 2021:* I chaired a special online meeting of COU executive heads about planning for the fall term.
- July 6, 2021:* In Brampton, I met with Mayor Patrick Brown and his team to update them on Ryerson's plans for healthcare education.
- July 6, 2021:* I met online with Brampton City Councillor Charmaine Williams to update her on the progress the University is making in Brampton with its strategy for healthcare education.
- July 7, 2021:* As an advisory board member, I attended a semi-annual online meeting of the advisory committee for the innovation hub OneEleven.
- July 12, 2021:* I met online with J. Ken Rutherford, president of the Thornton-Smith corporation, which owns the Thornton-Smith heritage building on Yonge Street near Ryerson. We discussed opportunities for collaboration.
- July 12, 2021:* I recorded welcoming remarks for the Brampton Venture Expo, which was held on August 17 and 18 (please see the entry above under Events and Initiatives).
- July 12, 2021:* I was a panellist for the CILAR virtual event "Courageous Conversations: Islamophobia," which was attended by CILAR executive members and their company leadership team members. Other panelists were Omar Alghabra, federal minister of transport; Mustafa Foroq, CEO of the National Council of Canadian Muslims; Nabeela Ixtabalan, EVP of people and corporate affairs at Walmart Canada; and Summayah Poonah, head of education at Naseeha Mental Health. Among other topics, we discussed the role of education in addressing and reducing Islamophobia.
- July 14, 2021:* I met online with four MPs from Brampton: Kamal Khara (Brampton West), Ruby Sahota (Brampton North), Maninder Sidhu (Brampton East), and Sonia Sidhu (Brampton South), to update them on Ryerson's medical school strategy.
- July 15, 2021:* In the company of leaders of human rights and multicultural organizations across Canada, brought together by the Canadian Race Relations Foundation, I attended a virtual tour of the Mohawk Institute Indian Residential School in Brantford (now the Woodland Cultural Centre).
- July 15, 2021:* Along with Glenn Craney and Jennifer Grass, I met with online Michael Green, president and of the not-for-profit digital healthcare organization Canada Health Infoway, to discuss Ryerson's strategy for healthcare education.
- July 22, 2021:* I attended the virtual National Summit on Islamophobia, which was organized by the federal government to gather information from members of the Muslim community on how best to work together with Muslim leaders and organizations to eliminate Islamophobia and hate in Canada.
- July 22, 2021:* As a council member, I attended the inaugural meeting of Torstar's Toronto Advisory Council, which was held online and organized by Torstar owners Jordan Bitove and Paul Rivett. We discussed the role we would like Torstar, which publishes Ontario newspapers including the Toronto Star, to play in Toronto.
- July 22, 2021:* I attended an introductory online meeting between COU executive heads and Jill Dunlop, Ontario's new minister of colleges and universities.

- August 11, 2021:* I hosted Minister Dunlop for a tour of campus, taking in the DMZ, the Rogers Communications Centre, and the Daphne Cockwell Health Sciences Complex (DCC). Along the way, and with the participation of Ryerson leaders and staff, we discussed Ryerson's commitment to talent development, entrepreneurship, healthcare transformation, and fostering partnerships to drive Ontario's economy.
- August 11, 2021:* I attended a special COU online meeting for university board chairs to discuss campus reopening and vaccination policies.
- August 12, 2021:* I hosted Ontario's new minister of the environment, conservation and parks, David Piccini, for a tour of Ryerson's Centre for Urban Innovation. The tour was led by staff from the Centre for Urban Energy, the Urban Water Research Centre, and the Sustainable Packaging Research Lab, and included interactive demonstrations of lab and research facilities.
- August 12, 2021:* I recorded remarks for Invocation, the opening ceremony for Orientation Week, and for the Faculty of Arts' Orientation. It was a pleasure to welcome new students to Ryerson and encourage them to learn, grow, and share their ideas and energy with the university community.
- August 12, 2021:* I had a virtual meeting with Kaleed Rasheed, associate minister of digital government for Ontario, to discuss the ways that Ryerson is contributing to the progress of Ontario's digital economy.
- August 16, 2021:* I had an introductory meeting online with Deborah Flint, president and CEO of the Greater Toronto Airports Authority, to discuss potential collaboration with Ryerson.
- August 16, 2021:* I met online with the staff and students responsible for this year's Orientation. They explained to me their plans, and I praised them for their outstanding work.
- August 16, 2021:* Along with Vice-President, University Advancement and Alumni Relations Ian Mishkel, I met online with Sajjad Ebrahim, president of the Canadian Jaffari Muslim Foundation, to discuss Ryerson's plans for a medical school in Brampton.
- August 18, 2021:* Along with Assistant Vice-President, University Advancement Rivi Frankle; Assistant Vice-President, Engagement Krishan Mehta; and Ian Mishkel, I met online with Naomi Azrieli, chair and CEO of The Azrieli Foundation, to discuss Ryerson's commitment to confronting antisemitism.
- August 18, 2021:* Nauman Khan and I attended a virtual meeting of the board of WellFort Canada, a community health centre in Brampton, to update them on the progress of our proposal for a medical school in their city.
- August 19, 2021:* I met online with Sandra Laronde, executive and artistic director of contemporary Indigenous performance company Red Sky Performance, to discuss potential collaboration with Ryerson.
- August 19, 2021:* I chaired a special online meeting of COU executive heads about vaccination and planning for the fall term.
- August 20, 2021:* For the International Student Services Welcome Party, which was held online on September 2, I recorded a video welcoming students to Ryerson and encouraging them to explore the city, to learn about other cultures from the people they meet, and to become involved in the life of the university.
- August 24, 2021:* At a virtual event welcoming the Lincoln Alexander School of Law Class of 2023, I delivered remarks encouraging the cohort to embrace the opportunities presented by a new law school, as the Class of 2022 has done thus far.

August 25–31, 2021: I gave interviews to The Globe and Mail, the Toronto Star, Global TV News, CTV's *Your Morning*, CBC Radio Canada, 680 News, CP24, and CityNews Toronto about the Standing Strong (Mash Koh Wee Kah Pooh Win) Task Force's report and renaming the university.

August 26, 2021: I gave welcoming remarks to the Right to International Protection Conference, which was held as part of the project "PROTECT – The Right to International Protection: A Pendulum Between Globalization and Nativization," conducted by a consortium of 11 universities, including Ryerson. I spoke about the importance of education and information for taking on nativism and discrimination.

August 27, 2021: I met online with Chris Whitaker, president of Humber College, and Charlotte Yates, president and vice-chancellor of the University of Guelph, who updated me on their plans to bring the University of Guelph-Humber campus to Brampton's Centre for Innovation.

August 30, 2021: For the virtual Law Practice Program welcome event, I gave remarks welcoming the new cohort of over 300 students—the largest group in the program's eight-year history.

August 30, 2021: I stopped by Ryerson's second residence move-in day, to observe as students moved into Pitman Hall, the International Living/Learning Centre, and the DCC.

August 31, 2021: I met online with film producer, director, and distributor Roger Nair and former City of Toronto film commissioner Peter Finestone to inform them about Ryerson's film studies program.

August 31, 2021: I had an introductory online meeting with Distinguished International Jurist Chile Eboe-Osuji.

September 1, 2021: I welcomed Prime Minister Trudeau, Toronto Centre MP Marci Ien, and Toronto Raptors president and vice-chairman Masai Ujiri (Honorary Doctor of Laws '17) to the Mattamy Athletic Centre for an event promoting Ujiri's foundation Giants of Africa, which supports underprivileged children and young adults through basketball camps. At the event, underprivileged Toronto youth aged 12 to 15 were invited to run drills and play basketball.

September 1, 2021: Along with Michael Forbes and Denise O'Neil Green, I met with representatives of Hasbara Fellowships Canada, an organization dedicated to combatting antisemitism on college and university campuses, to discuss the importance of supporting Jewish students on campus.

MEMORANDUM

To: Members of the Board of Governors

From: Julia Shin Doi, General Counsel, Secretary of the Board of Governors and
University Privacy Officer
Adela Mall, Senior Legal Counsel and Governance Officer

Subject: Report from the Secretary

Date: September 29, 2021

1. Board Welcome Social

The Board Welcome Social took place on September 28, 2021. Thank you to Tony Staffieri, Chair, Board of Governors, for graciously hosting the event.

2. Orientation for New Board Members

Orientation for new Board Members was held on September 9, 2021. The President, Chair, and Secretary 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 the goals and vision of Ryerson University. The orientation materials are posted on Diligent in the Resources Centre.

Here are links to key documents for your information:

Strategic Vision 2020-2030:

<https://vision.ryerson.ca/#innovation>

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 Ryerson 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	September 28, 2021	1:00 p.m. to 3:00 p.m.
Financial Literacy Module 1	October 7, 2021	1:00 p.m. to 2:30 p.m.
Research and Innovation	November 22, 2021	2:00 p.m. to 4:00 p.m.
Making Ryerson's Values of Equity, Diversity and Inclusion an Intentional Practice	December 16, 2021	1:00 p.m. to 2:30 p.m.
Introduction to Performance Measurement at Ryerson	January 27, 2022	2:00 p.m. to 4:00 p.m.
Financial Literacy Module 2	February 10, 2022	1:00 p.m. to 2:30 p.m.
Marketing	March 28, 2022	3:00 p.m. to 4:00 p.m.
Advancement	March 28, 2022	4:00 p.m. to 5:00 p.m.
Sexual Violence Policy	April 27, 2022	1:00 p.m. to 3:00 p.m.

**Ryerson University Board of Governors
Provost and Vice-President Academic
Report for meeting of September 29, 2021**



BOARD GREETINGS

I am pleased to welcome new and returning members of the University Board of Governors to the 2020–21 academic year. As I settle into my new role, I look forward to building on the excellent work of my predecessors in furthering Ryerson’s commitments and values and offering the best possible experience for students, both in-person and online.

My doctoral education was in interdisciplinary studies, and I am excited by the university’s commitment to innovation and boldness, particularly when it comes to the future of academic programming. Ryerson has repeatedly demonstrated its willingness to ask difficult questions and to explore a range of responses. The traditional academic disciplines continue to serve important purposes. In conversation with Deans and other academic leaders, I also want to ask: “How will society rely on our students once they graduate? What capacities do students need in order to make important contributions to the communities in which they will live and work?” Ideally, responses to these questions will inform academic programming. My goal is to support the progress Ryerson is already making in advancing experiential learning and public engagement.

I am also looking forward to facilitating the university’s commitments to anti-racism and decolonization. As a professor and an administrator, I have worked extensively on how universities can consider equity both across the university and within specific units. The university’s existing strengths in this area are considerable. Additionally, growing public support for re-examining history and inequity in public-facing institutions adds a renewed sense of urgency to our efforts. I am honoured to have been named chair of the University Renaming Advisory Committee, and look forward to the vital conversations the committee and the report will enable—related not only to the name change, but also to fostering truth, reconciliation, and decolonization in the years to come.

It has been very rewarding to almost immediately engage in these conversations that have such an integral connection with the university’s values. Another significant component of my portfolio over the past couple of months has been the demands of the pandemic on university life. Our priority continues to be ensuring the safety of faculty, students, staff and visitors to campus. In addition to safety, we are also attending to supporting the wellbeing of students, faculty, and staff. While safety priorities have a strong alignment with provincial health guidelines, well-being means considering the particular needs and realities of students, faculty, and staff at Ryerson.

We are returning to campus in ways that meet provincial health guidelines. We are also, where appropriate, ensuring that there are choices, particularly for students. Some students will want to come to campus, and see instructors and peers face-to-face. Others will be more comfortable working from

home. Our winter plans will be contingent upon provincial guidelines. Increasing support for proof of vaccination may make it possible for us to open more facilities in the winter.

As the fall term begins, I would like to highlight some of the progress we are making:

Return to Campus – Currently, the university is holding 14 percent of classes in-person (not including courses that are being offered by The Chang School) and has nearly 12,000 enrolments for in-class learning. The Mattamy Athletic Centre (MAC) is open for recreation and sports, with masks required. The Sheldon & Tracy Levy Student Learning Centre (SLC) is open for student bookings, with the Collaborative and Group Work Room at 50 percent capacity. The Campus Store is providing curbside pick-up service, as well as interior access by appointment. Food Services is offering both dine-in and takeout service at the Pitman and ILC dining halls. Halls of residence are open to those who have received a World Health Organization-approved COVID-19 vaccine. The Library is expanding onsite access to academic support and bookable study spaces, and is undergoing phased renovation to its academic spaces to optimize learning, teaching and research opportunities. Meanwhile, librarians are continuing virtual workshops on research and digital skills.

Proof of Vaccination – On August 27, the university announced that all students, faculty, staff, contractors, and visitors accessing campus, or taking part in-person university activities off campus, must be fully vaccinated. As part of this requirement, community members have been asked to submit their proof of vaccination status via a new function within the RyersonSafe app or via their desktop by September 20. Upon completion, the user received a badge and a confirmation email that reflects their vaccination status. (Only those who anticipated accessing campus or taking part in-person activities during the fall semester were required to submit their vaccination status at this time.) Community members also had until September 20 to apply for an exemption for reasons recognized under Ontario's Human Rights Code.

Individuals who are not fully vaccinated yet or who are seeking an exemption are required to participate in the university's Rapid Antigen Testing Program until October 18. After this date, the Rapid Antigen Testing Program will only be available to individuals who received an approved exemption from the university. Anyone who is not fully vaccinated, who has not submitted their proof of vaccination, or who has not received an approved exemption will no longer be able to access campus or take part in-person university activities off campus after October 18.

The number of community members who have provided their proof of vaccination will be included in the accompanying presentation deck so that the most up-to-date figures are reflected.

Return to Teaching – The Office of the Vice-Provost, Faculty Affairs (OVFPA) has welcomed over 60 new tenure-track and limited-term faculty this term. It has also completed collective bargaining with the Ryerson Faculty Association. Both sides are working on finalizing and implementing a three-year agreement (2020–23) that includes increased flexibility in hiring, and a new retirement incentive program, and improvements to language on equity, diversity and inclusion (including a memorandum of

understanding on the recruitment and evaluation of Indigenous faculty). The Excellence in Teaching Program (ETP), a faculty development program, is launching this fall. This program will create flexible pathways for faculty and instructors to engage in teaching development that is relevant to different career stages and priorities, and will focus on pedagogical innovation. Aiding with the transition back to the classroom, the Blended Learning Lab is guiding faculty and instructors in building on the experience of remote teaching. This lab aims to improve access, promote inclusive approaches, and increase flexibility in the time and pace of learning.

New Programs and Courses – The faculty formerly known as the Faculty of Communication and Design (FCAD), now rebranded as The Creative School, has launched a unique practice-based PhD program, an MFA in scriptwriting and story design, and a professional music program. All have met or exceeded targeted enrolment. In September, Zone Learning launched the new course ZON100 for students across campus to earn credits while working on their own ideas and ventures. This course is one of the first curricular offerings that students can use to earn a Minor in Zone Learning & Innovation. At the Chang School, the new Microcredentials Unit is establishing a data collection mechanism that will capture real-time employer relationships and needs, enabling the unit to monitor progress on strategic initiatives and make data-driven decisions related to the career landscape of continuous learners.

Enrolment – Domestic and international full-time undergraduate enrolment is currently on target, with 9,997 domestic and 1,187 international students confirmed. International confirmations in the first year of four-year, full-time degree programs came in above target in fall 2021, despite a lack of international travel and recruitment activities during COVID-19. The university has received a total of 72,050 applications for the fall 2021 semester.

CONGRATULATIONS

Samson Abioye, doctoral candidate in chemical engineering, has received an NSERC Vanier Canada Graduate Scholarship valued at \$150,000 over three years. The scholarship is supporting his research on developing an innovative, cost-effective water treatment device that will remove emerging contaminants (e.g., microplastics, pharmaceuticals, and pesticides) by using nanomaterials.

Tom Duever, dean of the Faculty of Engineering and Architectural Science (FEAS), has been elected as a fellow to the Canadian Academy of Engineering (CAE). This prestigious honour recognizes engineers who have made what the CAE calls “outstanding contributions to engineering in Canada and around the world.” The CAE has cited Tom’s work at Ryerson to create six new graduate programs and oversee the FEAS All-In-Approach to education.

Daniel Horner, chair of the criminology department, has received a Clio Award from the Canadian Historical Association (CHA) for his book *Taking it to the Streets: Crowds, Politics and the Urban Experience in Mid-Nineteenth Century Montreal* (McGill-Queen’s UP, 2020). The Clio Awards annually recognize the best books in regional Canadian history, and the CHA’s citation praises how Daniel’s book “allows us to grasp the spirit of a movement, the spirit of a time.”

Owais Khan, professor of biomedical engineering, has won a Banting Research Foundation Discovery Award for his efforts in devising imaging and computational methods to help clinicians and cardiologists better diagnose heart patients. The award, a grant of up to \$25,000, is given to Canadian health and biomedical researchers who are in the first three years of their academic appointment, to develop innovative projects.

EVENTS & INITIATIVES

Maximum Exposure and Public Art – In June, Maximum 26, the annual capstone exhibition for the School of Image Arts (IMA), was held both online and, for the first time, outdoors in public. From 11 p.m. until 12 a.m. every day of June, experimental video and still imagery by students was shown at Yonge & Dundas Square as an extension of the Maximum 26 ROUGHER Film & Digital Media Festival program. Also for the first time, Maximum Exposure included a public art installation. It featured work by the IMA thesis class of '21 – photography, video, first-edition books and interactive projects – displayed on the windows of the IMA building. Overall, the festival showcased the work of more than 200 emerging artists. The online component remains available for viewing at maxex2021.functionima.com.

New Generation Photography Award Exhibition – On June 25, the New Generation Photography Award Winners exhibition opened at the Ryerson Image Centre (RIC). Due to the pandemic, this year's exhibition displays the work of both the 2020 and the 2021 winners of the prize, which offers \$10,000 to Canadian lens-based artists aged 35 and under. Among the six featured artists is 2021 award-winner Chris Donovan, who is pursuing an MFA in documentary media at Ryerson. The exhibition was organized by Ryerson in partnership with Scotiabank CONTACT Photography Festival and the National Gallery of Canada. It has been curated by Andrea Kunard, senior curator of photographs at the National Gallery, and it runs until November 14.

Garden Art Studio – On June 30, the Office of Social Innovation and University Advancement, working together with St. Luke's Church, the Friends of Allan Gardens, and other community organizations, launched the Garden Art Studio, the first initiative in their *Imagine the Park* program. The Studio is a drop-in program at the church and Allan Gardens that serves Indigenous and at-risk community members, offering them the resources to exercise their creativity in a safe, supportive and inspiring environment. The instructors are themselves community members from the neighbourhood and the project will run through the fall. *Imagine the Park* is a series of initiatives designed to further Ryerson's involvement with the surrounding neighbourhood; future events will include bi-weekly story time in the park co-hosted with Children's Book Bank, as well as the monthly series Moontalks in the Park, co-hosted by Saagajiwe.

Creators Grant Showcase – On July 22, the Ryerson Library hosted its second annual Creators Grant showcase, online on Zoom. It featured projects by the 2020 recipients of the grants, which support undergraduate students in creatively addressing social equity issues. Midwifery students Sojourner San Vicente, Tumaini Lyaruu, and Hanan Yousuf presented their educational videos on midwifery care

featuring Black midwifery students, midwives, and clients; geographic analysis student Takoda Kemp presented his work in agricultural analysis and mapping using drone technology; performance production graduate Emerson Kafarowski presented EMRSN x EOS, a portable lighting console that helps bring advanced capabilities to small-scale venues for live entertainment, such as theatre, dance and music; business technology management student graduate Niya Abdullahi presented her documentary exploring mental health and stigma in the Muslim community; and creative industries student Elvina Raharja showcased her dance film *be.you.ty*, which celebrates the work and the bodies of curvy and plus-size women of colour. Each participating student or group had received \$3,000 plus a production budget of up to \$1,500, access to Library resources and expertise, production training, and mentorship.

FCAD Becomes The Creative School – On August 16, the Faculty of Communication and Design (FCAD) was officially renamed The Creative School. The change follows two years of research and consultation with industry professionals and the FCAD community. The new name is intended to signify the School's breadth of endeavour while providing clearer, more cohesive and more effective branding, which, in turn, is designed to promote the School nationally and internationally. UNESCO has declared 2021 the International year of Creative Economy, and the School's repositioning aligns with the UN's recognition of the importance of the creative industries for boosting recovery by stimulating innovation and economic and cultural diversification. The new branding reflects the way students and graduates are being equipped to contribute to, and lead, such efforts.

Orientation – From August 23 to September 6, new Ryerson students were welcomed with more than 200 orientation events taking place in-person and online. During this time, 862 students moved into residence (over two days, for health and safety reasons); faculties welcomed students virtually and in-person, introducing them to resources, supports and peers; and the three-day O'Fest Campus Street Fair showcased Ryerson services, and offered live music and games, such as miniature golf and ping-pong. There were also outdoor group fitness classes; in-person campus tours; Art Attack sessions allowing students to explore creativity, learn new skills, and destress in-person and online; and the online Body Positivity Fashion Show presented by Student Health and Wellness. Notably, this year's orientation featured the university's first-ever Black Student Experience at Orientation, including an online dance party, an in-person games night, and the Black creatives panel discussion, "You good? We good!" on thriving through freelancing in the art world.

Board of Governors Meeting

September 29, 2021

Jennifer Simpson
Provost and Vice-President, Academic

Ryerson
University



Orientation and Student Support





By the numbers

9,997 domestic undergraduate confirmations

1,187 international graduate confirmations

72,050
total applications received
for the
Fall 2021 semester

169
in-person and online
Orientation events hosted

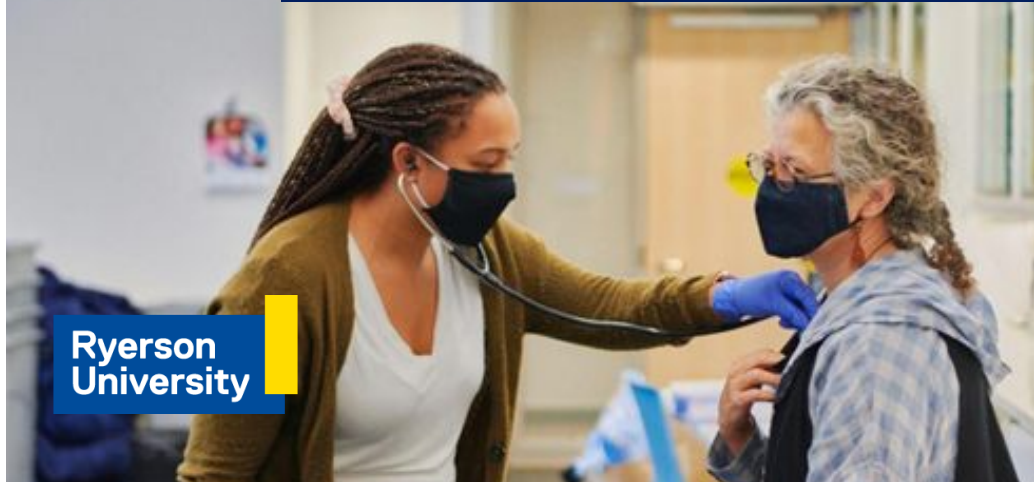
4,800
students registered
for Orientation

862
students living in
residence this year

36
tenure stream faculty
began teaching this
semester



Learning and Teaching





Thank You

Ryerson
University



BOARD OF GOVERNORS
September 29, 2021

AGENDA ITEM: Report of the Chair of the Executive Committee

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: Information

SUMMARY:

There were two Executive Committee meetings held over the summer.

On July 22, 2021, the Executive Committee met and approved:

1. that the Honorary Board Elder is eligible for an additional consecutive term of three (3) years, beginning May 28, 2022 and ending May 28, 2025.

On August 26, 2021, the Executive Committee met and approved:

1. the appointment of Edward Shim to the Employee Relations and Pensions Committee for 2021-2022;
2. the appointment of Nadir Mohamed as an Honorary Board Member of Ryerson University's (the "University") Board of Governors commencing as of August 17, 2020 and continuing until August 16, 2023; and
3. the appointment of Samir Sinha as an Honorary Board Member of the University's Board of Governors commencing as of April 1, 2019 and continuing until March 31, 2022.

BACKGROUND:

1. Honorary Board Elder Term

On May 29, 2019, the Executive Committee, on behalf of the Board of Governors, approved the creation of an Honorary Board Elder position and appointed Joanne Dallaire to that role. The Honorary Board Elder position is part of the continued commitment of the University to increase indigenous representation at the senior level and to embedding indigenous knowledge

and perspectives into the University's culture. The University's Aboriginal Education Council has requested Indigenous representation in the governance of the University.

On May 26, 2020, the Executive Committee, on behalf of the Board of Governors reappointed J. Dallaire for a further one-year term ending in May 2021. The Honorary Board Elder position allowed for an individual to be reappointed for up to two consecutive one-year terms for a maximum of a three-year term. The position does not hold voting or in-camera membership privileges.

J. Dallaire has actively participated in Board meetings and has shared her perspectives and advice with the Board for the benefit of the University and its community. J. Dallaire began her third and final appointment of a one-year term commencing on May 28, 2021 and ending on May 27, 2022. The President consulted with the Chair and chairs of committees about the continuing role of the Honorary Board Elder and the term of this appointment. On July 22, 2021, the Executive Committee, acting on behalf of the Board of Governors approved that the Honorary Board Elder is eligible for an additional consecutive term of three (3) years beginning May 28, 2022 and ending May 28, 2025.

2. Committee Membership

As of July 29, 2021, the Public Appointments Secretariat appointed E. Shim to the Board of Governors as a Lieutenant-Governor-in-Council ("LGIC") appointee member. On August 26, 2021, the Executive Committee, acting on behalf of the Board of Governors approved the appointment of E. Shim to the Employee Relations and Pensions Committee, pursuant to Article 18.1 of the By-Laws. Article 18.1 of the By-Laws requires that the members of the Employee Relations and Pensions Committee be comprised of the Chair and Vice-Chair of the Board, President, at least two members of either LGIC Appointees or Board Appointees, one member of the Alumni, one member of the Teaching Faculty, one member of the Administrative Staff, and one member who is a Student.

3. Honorary Board Members

S. Sinha was first appointed to the Board of Governors on April 1, 2016. On March 31, 2019, S. Sinha's LGIC position on the Board expired. N. Mohamed was first appointed to the Board of Governors on August 17, 2017. On August 16, 2020, N. Mohamed's LGIC position on the Board expired.

The President consulted with the Chair about the continuing roles of N. Mohamed and S. Sinha and the term of this honorary appointment. N. Mohamed and S. Sinha have actively participated in Board meetings and shared their perspectives and advice with the Board for the benefit of the University and its community. As such, the Chair and President recommended their appointment to the position of Honorary Board Members to preserve governance continuity. On August 26, 2021, The Executive Committee, acting on behalf of the Board of Governors, approved the appointment of N. Mohamed as an Honorary Board Member commencing as of August 17, 2020 and continuing until August 16, 2023, and the appointment

of S. Sinha as an Honorary Board Member commencing as of April 1, 2019 and continuing until March 31, 2022.

The Honorary Board Member position allows for an individual to be reappointed for up to two (2) consecutive three-year (3) terms for a maximum of a six (6) year term. The position does not hold voting or in-camera membership privileges. Attendance during in-camera sessions is open to Board members and other persons invited to attend by the Chair pursuant to the Bylaws, section 7.18 (b).

PREPARED BY:

Name Julia Shin Doi, General Counsel, Secretary of the Board of Governors and
 University Privacy Officer
 Adela Mall, Senior Legal Counsel and Governance Officer
Date September 20, 2021

APPROVED BY:

Name Jack Cockwell
 Chair, Executive Committee
Date September 22, 2021



BOARD OF GOVERNORS
September 29, 2021

AGENDA ITEM: Ryerson Retirement Pension Plan Valuation Results at December 31, 2020

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: Approval

SUMMARY:

Valuations of the Ryerson Retirement Pension Plan are conducted annually and presented to the Employee Relations and Pensions Committee for approval. As part of its governance responsibilities, the ERPC monitors the financial status of the Ryerson Retirement Pension Plan and decides which valuations are filed.

The valuation results presented at the June meeting reported on the funded status of the Ryerson Retirement Pension Plan at December 31, 2020. The assumptions were approved at the June meeting. Management has confirmed their preliminary recommendation not to file the December 31, 2020 valuation. Further, an off-cycle valuation is not contemplated at this time.

BACKGROUND:

Going Concern Valuation Results

The results indicate that the plan had a going concern surplus of \$29M on an aggregate basis (101% funded ratio) and a \$123M surplus on a Projected Unit Credit basis (108% funded ratio) at December 31, 2020.

Solvency Valuation Results

The results indicate that the plan had a solvency deficit of \$224M (87% funded ratio) at December 31, 2020. If the December 31, 2020 valuation was filed, solvency deficit contributions would not be required as the solvency ratio is above 85%.

Contributions

Despite the fully funded going concern position and the solvency position not requiring special payments, the funding rules would require a contribution increase to meet the minimum funding test under the Projected Unit Credit valuation. If the report were filed, total additional annual normal cost contributions of \$4.6 million would be required as outlined in the attached presentation.

Filing Decision

Given the last filed valuation had an effective date of December 31, 2019, the next valuation required would be with an effective date no later than December 31, 2022. Based on the factors outlined in the presentation and, in light of generally improved market conditions since December 31, 2020, Management's recommendation is not to file the December 31, 2020 valuation. Market conditions and the estimated funded status of the Ryerson Retirement Pension Plan will continue to be monitored, and this, or an alternative valuation date prior to December 31, 2022, may also be considered.

Off-Cycle Valuation Estimate

At the June Employee Relations and Pensions Committee meeting, a discussion took place regarding considering opportunities to perform a valuation using a date other than the usual calendar year-end (referred to as "off cycle" valuation). As requested by Management, Willis Towers Watson worked over the summer to provide an estimate of the June 30, 2021 valuation results and the corresponding contribution requirements. Even with strong investment performance for the six months ending June 30, 2021, the market volatility and uncertainty have resulted in a reduction to expected long-term returns. It is estimated that filing a June 30, 2021 valuation report would result in both i) an increase in total normal cost contributions of approximately 0.7% of payroll and ii) special payment contributions to fund a deficit on an aggregate funding basis. At this time, Ryerson University will not be asking Willis Towers Watson to conduct a formal June 30, 2021 valuation.

Plan Sustainability

Management is also working with Willis Towers Watson to broadly consider various measures that may be appropriate to ensure the long-term sustainability of the Ryerson Retirement Pension Plan. Considerations and updates will be provided at future meetings.

Solvency and Transfer Ratios

The transfer ratio and solvency ratio are monitored on a quarterly basis. No changes or actions are required at this time.

ATTACHED: Willis Towers Watson Presentation Ryerson Retirement Pension Plan December 31, 2020 Valuation Results**PREPARED BY:**

Name: Jan Neiman, Director Pensions and Benefits

Date: September 9, 2021

APPROVED BY:

Name: Joanne McKee, Chief Financial Officer

Date: September 9, 2021

Ryerson Retirement Pension Plan

December 31, 2020 Valuation Results & Contribution Requirements

Meeting of the Employee Relations and Pensions Committee

September 21, 2021

This presentation has been prepared solely for the purposes of the September 21, 2021 ERPC meeting. It is not intended and may not be 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.

Table of Contents

- Background
- Key Messages
- June 30, 2021 Estimated Valuation Results
- Monitoring of Solvency and Transfer Ratios
- Valuation Filing Considerations
- Summary / Next Steps

- Appendices
 - A: Additional Reference Material
 - B: Detailed December 31, 2020 Valuation Results
 - C: Assumption DetailsActuarial Opinion

ERPC Actions

What do you need to do today?

April

- Review assumptions and methods
- Review estimated valuation results

June

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

September

- Make filing decision

Background

- Last filed valuation as of December 31, 2019 (optional filing)
- Next valuation required with effective date no later than December 31, 2022
 - Ryerson may elect to file valuation with an effective date before December 31, 2022 (including a non-calendar year “off-cycle” valuation)
- December 31, 2020 valuation results reviewed with ERPC at June meeting
 - Filing December 31, 2020 valuation would result in increase in current service contributions and significant increase in PBGF premium
- At management’s request, for illustrative purposes we have prepared June 30, 2021 off-cycle financial position estimates
 - Estimates assume December 31, 2020 valuation is not filed

Key Messages

Item	Overview	Action
<i>Dec. 31/20 Valuation Assumptions</i>	Consistent with those approved at June 25 meeting.	None
<i>Dec. 31/20 Valuation Results</i>	Consistent with those reviewed at June 25 meeting.	None
<i>Dec. 31/20 Filing Decision</i>	Filing would result in increased contributions (1.5% of covered payroll, prior to application of potential levers) and higher PBGF fee. Management has confirmed their preliminary recommendation not to file the valuation.	ERPC approval of management recommendation required
<i>June 30/21 off-cycle valuation</i>	Based on estimates, total contributions would increase if valuation filed. Management's recommendation is that a formal June 30, 2021 off-cycle valuation will not be prepared at this time.	ERPC to review estimates

June 30, 2021 Estimated Valuation Results

Developments Since December 31, 2020

- Relative to valuation results at Dec. 31/20, estimated funded position of plan at June 30/21 and resulting contribution requirements have been affected by factors with partially offsetting impacts – overall:
 - Estimated going concern positions have deteriorated and funding requirements have increased
 - Estimated solvency and windup positions have improved

Positive Factors	Negative Factors
<ul style="list-style-type: none"> • Strong investment return (8.8%) <ul style="list-style-type: none"> • Q1 return of 3.7%; Q2 return of 5.1% • Long bond yields increased <ul style="list-style-type: none"> • Solvency discount rates increased 40 – 70 bps • Windup discount rates increased 0 – 40 bps • Estimated PfAD of 13.6% (compared to 23.4% at Dec 31/20) 	<ul style="list-style-type: none"> • Long-term expected rate of investment return for RRPP has decreased, resulting in lower going concern discount rates <ul style="list-style-type: none"> • Aggregate: proposed decrease from 5.60% to 5.50% • PUC (minimum test): proposed decrease from 6.85% to 6.70%

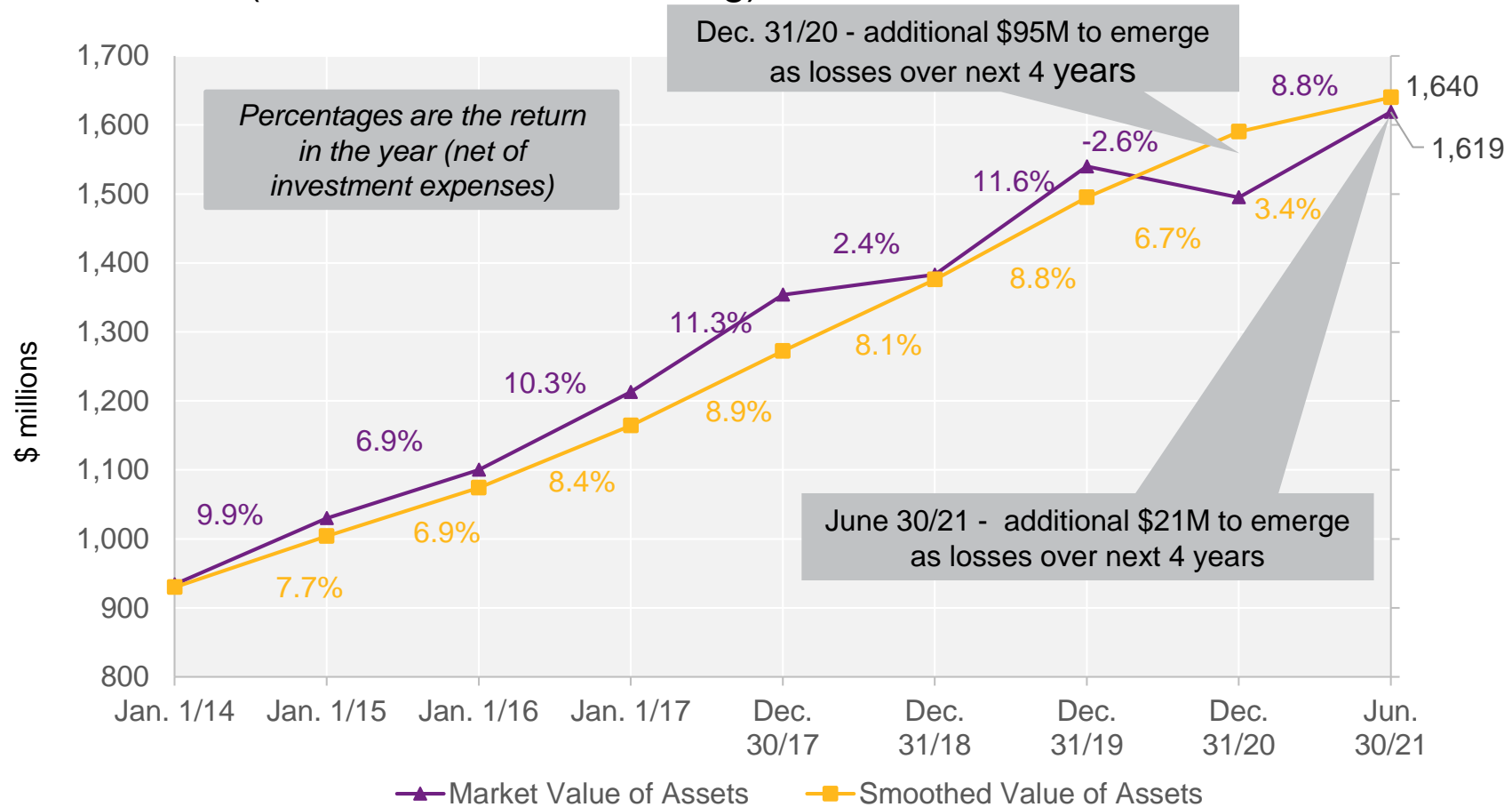
June 30, 2021 Estimated Valuation Results

Methodology

- June 30 assets reflect actual invested and cash assets, plus an allowance for estimated outstanding amounts
- June 30 liabilities estimated by extrapolating from Dec. 31/20 valuation results, with no adjustments for experience gains or losses, except to reflect changes to assumptions
- Discount rate modeling assumes no changes to target asset mix
- Actual valuation results would differ from estimates due to:
 - Realization of experience gains or losses
 - Adjustments to PfAD and annuity purchase discount rates based on actual liability duration at June 30/21
 - Changes to going concern discount rate to reflect updated modeling and/or changes to target asset mix, if applicable

June 30, 2021 Estimated Valuation Results

Plan Assets (with & without smoothing)



Strong investment performance in first half of 2021 has significantly reduced asset losses to emerge in future years on smoothed basis.

Going Concern Discount Rates

Valuation	December 31, 2019 (Filed)	December 31, 2020 (Approved)	June 30, 2021 (Estimated)
Aggregate valuation			
Best estimate long-term rate of return	7.15%	6.85% ¹	6.70% ²
Margin for adverse deviations	<u>(1.40%)</u>	<u>(1.25%)</u>	<u>(1.20%)</u>
Aggregate discount rate ³	5.75%	5.60%	5.50%
PUC valuation			
PUC discount rate	7.15%	6.85%	6.70%
PfAD (based on target asset mix)	20.15%	23.40%	13.60%

1. Best estimate return updated from June 30/20 WTW investment model to Dec. 31/20 to reflect changes in market conditions.
2. Best estimate return updated from June 30/20 WTW investment model on an estimated basis to June 30/21 to reflect model updates/changes in market conditions.
3. 34th and 36th percentiles at Dec 31/19 and Dec 31/20, respectively (based on June 30/20 investment model). Margin at 36th percentile means 20-year returns will be less than the discount rate 36 times out of 100 and more than the discount rate 64 times out of 100. Percentile at Jun 30/21 estimated to be at 37th percentile.

Valuation Results

	December 31, 2019 Valuation (Filed)	December 31, 2020 Valuation (Actual)	June 30, 2021 Valuation (Estimated ¹)
Going concern funded ratio – aggregate ²	103% (5.75% d.r.)	101% (5.60% d.r.)	99% (5.50% d.r.)
Going concern funded ratio – PUC (with PfAD)	114%	108%	107%
Solvency funded ratio ³	98%	87%	99%
Windup ratio (“transfer ratio”) ³	71%	61%	69%
Asset smoothing yet to emerge	\$45M	(\$95M)	(\$21M)
Additional total required contributions as % of covered payroll ⁴	0.8%	1.5%	0.7%
Deficit contributions	\$0M	\$0M	\$0.6M/year ⁵

1. Based on preliminary assumptions and projection of Dec. 31/20 valuation results.
2. June 30/21 results are prior to impact of contribution increases.
3. Solvency position excludes liabilities attributable to indexation, whereas windup liabilities include such liabilities.
4. Assumes increase is shared equally between Ryerson and members. Actual increase could be somewhat different due to implementation methodology.
5. Assumes Ryerson funds aggregate deficit over 10 years (after reflecting impact of above 0.7% contribution increase), with payments commencing 12 months after valuation date.

Monitoring of Solvency and Transfer Ratios

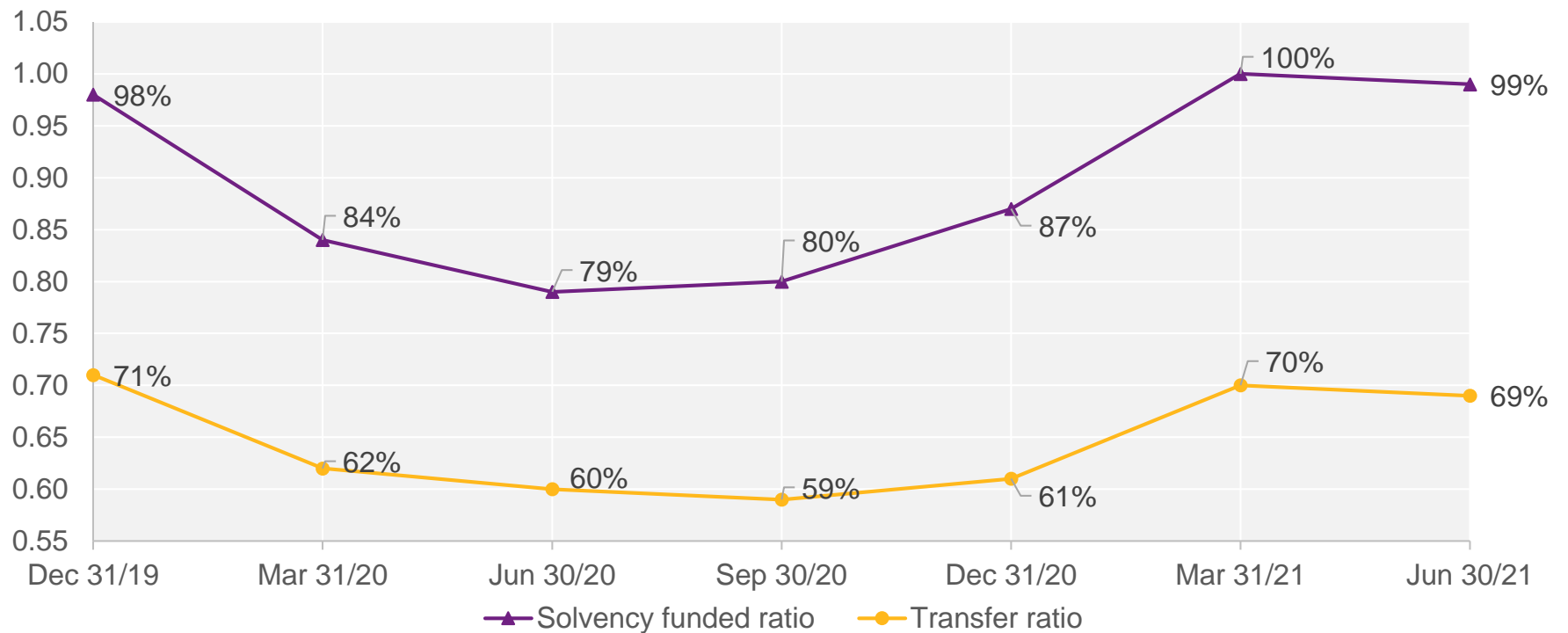
Background

- Transfer ratio (TR) and solvency ratio are monitored on a quarterly basis
 - TR is ratio of market value of assets* to windup liabilities
 - Solvency funded ratio is ratio of market value of assets to solvency liabilities (windup liabilities excluding value of future indexation)
- TR is disclosed annually in member statements
- Ontario PBA requires that if administrator “knows or ought to know” that the last filed TR has decreased by more than 10% since the most recent filing, the administrator shall not process commuted value (CV) transfers to terminating members without obtaining the prior approval of the FSRA CEO
- CVs were suspended in 2020 following a 10% drop in TR at Mar. 31/20 (from 71% to 62%)
 - FSRA approval to continue paying CVs was received in October 2020
- For RRPP, FSRA currently requires CV transfers to cease if TR drops a further 5% from level established at Mar. 31/20 (i.e., falls below 58.9%)

* Net of any prior year credit balance

Monitoring of Transfer Ratio and Solvency Funded Ratio

Historical Ratios



Note: where required, liabilities were extrapolated from prior valuation results.

Ratios are sensitive to market conditions at time of measurement and can be quite volatile.

Valuation Filing Considerations

	Status Quo Based on Dec. 31/19 valuation (filed)	File December 31, 2020 valuation report	Complete & file off-cycle Jun 30/21* valuation report
Deficit contributions:			
• 2021	Nil	Nil	Nil
• 2022	Nil	Nil	\$0.3M
• 2023	Nil **	Nil	\$0.6M
Increase in total current service contributions (prior to levers):			
• 2021	\$0	1.5% of payroll***	0.7% (6 months) ***
• 2022	\$0 **	1.5% of payroll***	0.7%***
• 2023	Unknown**	1.5% of payroll***	0.7%***
Next required valuation	December 31, 2022	December 31, 2023	June 30, 2024
Filing deadline	N/A	September 30, 2021	March 31, 2022
PBGF fee to be paid in 2021	~\$386K	~\$2.5M	~\$267K

* Estimated.

** Actual amount will depend on future economic conditions and timing of next valuation filing.

*** Compared to current contribution levels.

Filing December 31, 2020 valuation would result in contribution increase and significantly higher PBGF fees; filing June 30, 2021 valuation estimated to result in increased contributions.

Summary / Next Steps

- Continue to monitor market conditions
 - Transfer ratio and solvency ratio on quarterly basis
 - Potential off-cycle valuation dates prior to required December 31, 2022 valuation
- Plan amendment to address funding reform changes due by Dec. 15/21
 - Will be brought forward to ERPC in November
- Demographic assumption study to be performed this Fall
 - Results to be presented at April 2022 ERPC meeting

Questions

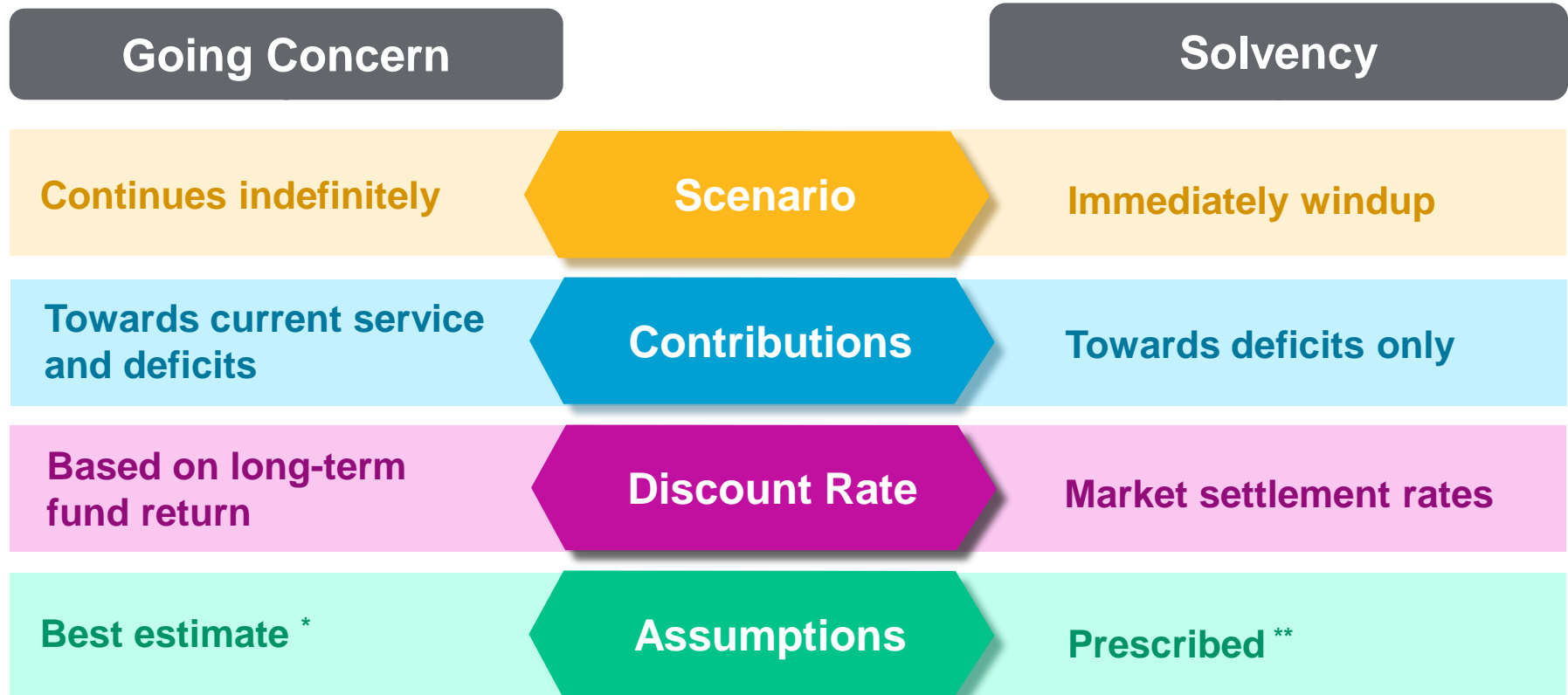


Appendix A:

Additional Reference Material

Background

Types of funding valuations



* PfAD calculation is prescribed.

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

Valuations for RRPP

- Going concern aggregate valuation
 - *Objective / considerations – manage long-term sustainability of RRPP based on aggregate valuation*
 - Discount rate reflects best estimate long-term expected return less a margin (margin varies from valuation date to valuation date)
- Going concern PUC valuation (minimum test)
 - *Objective / considerations – consider PUC valuation as compliance valuation and minimize potential impact on contributions*
 - Discount rate to reflect best estimate long-term expected return with PfAD based on market conditions at valuation date and target asset mix (discount rate and PfAD vary from valuation date to valuation date)
- Solvency valuation
 - *Objective / considerations – key assumptions prescribed (no indexing included) and based on market conditions at valuation date*
 - 105% funded status required before surplus application permitted
- Windup valuation
 - *Objective / considerations – disclosure and administration*
 - Similar to solvency but includes indexing

Summary of Levers Available for Managing Contribution Levels

Short-term Strategies

Filing strategy	Monitor position during inter-valuation periods and consider filing off-cycle valuations	Filing 2020 report ensures contribution certainty until 2024
Use of solvency surplus	Solvency surplus above 105% can be used to offset PUC minimum contributions	Solvency ratio <100% at Dec. 31, 2020
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
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, 2020

Summary of Levers Available for Managing Contribution Levels

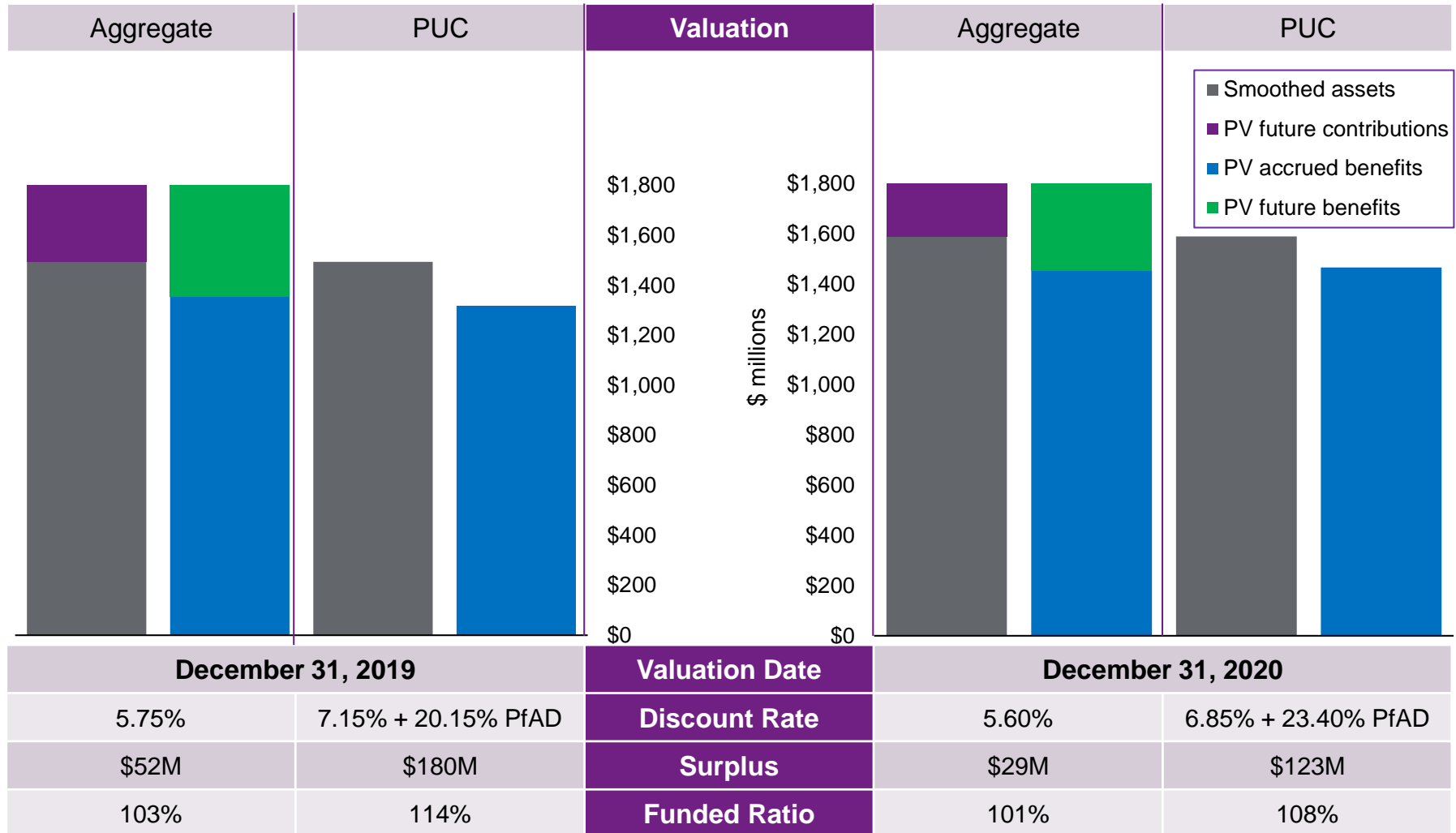
Long-term solutions

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)

Appendix B:

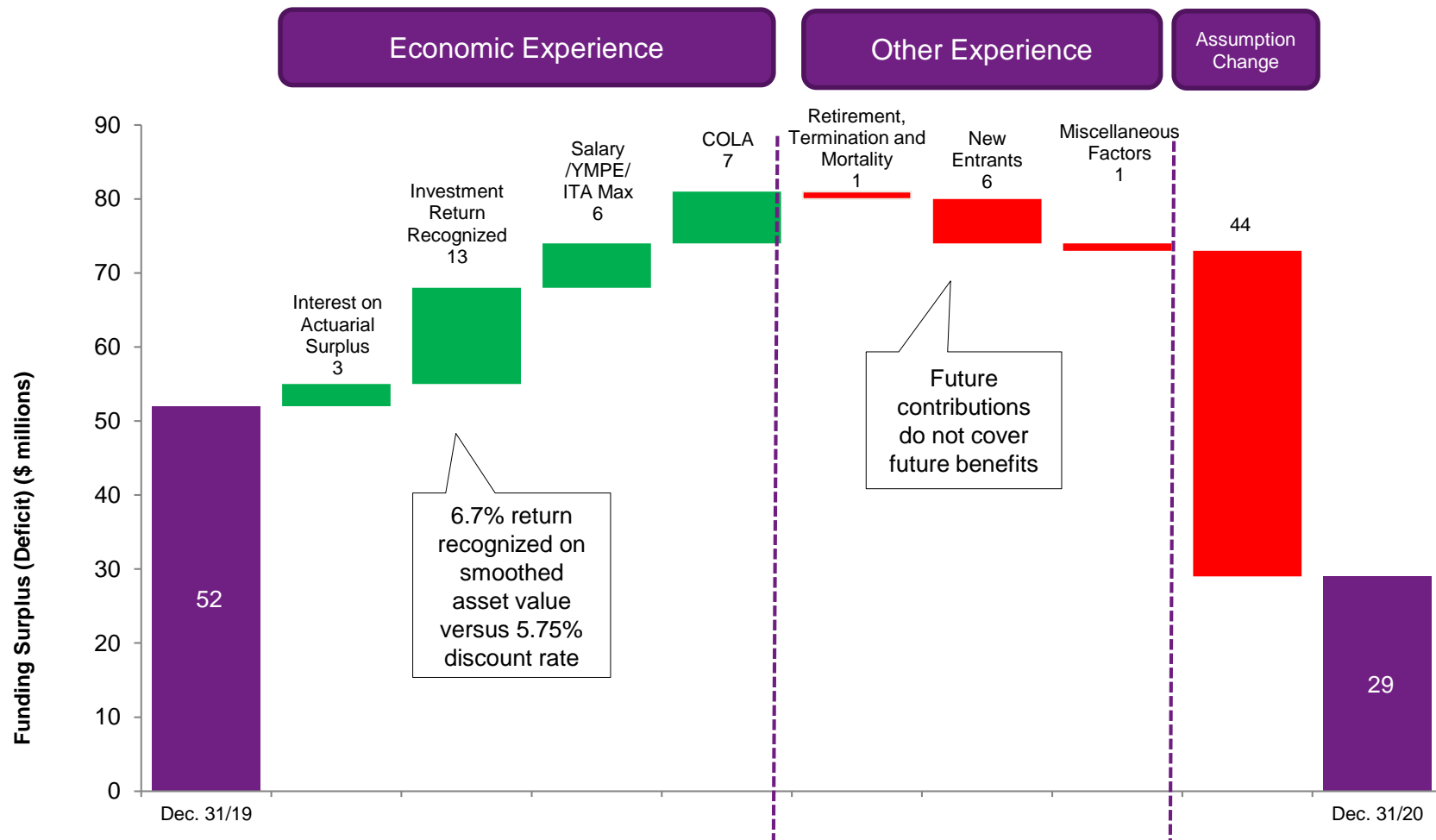
Detailed December 31, 2020 Valuation Results

Going Concern Valuations – Funded Position (current contribution levels)

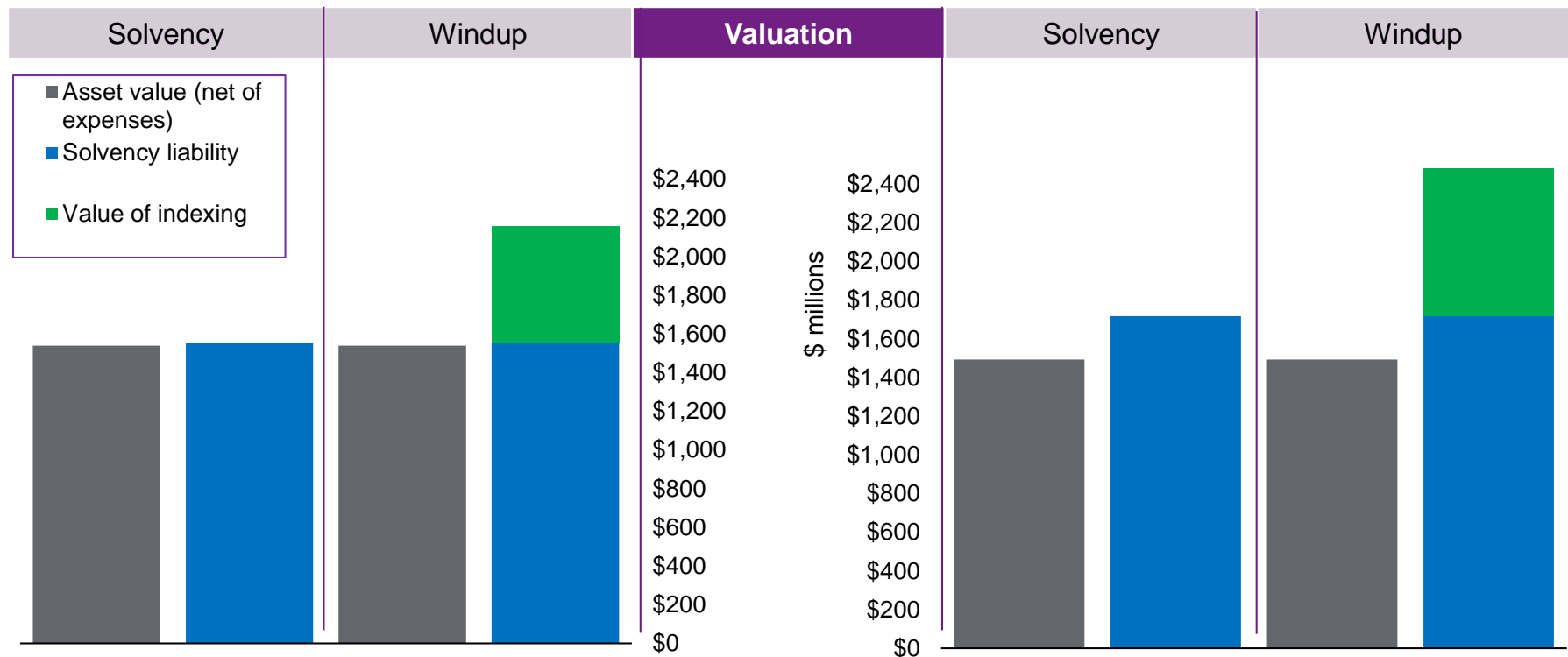


Changes to Going Concern Funding Surplus in 2020

Aggregate Funded Position (current contribution levels)



Solvency and Windup Valuations – Funded Position



December 31, 2019		Valuation Date	December 31, 2020	
2.4%/2.5%	1.2%/1.2%	Discount Rates: - Commuted Value - Annuity Purchase	1.4%/2.9%	0.7%/0.9%
2.9%*	-0.3%		2.5%*	-0.8%
(\$17M)	(\$619M)	Surplus	(\$224M)	(\$959M)
98%	71%	Funded Ratio	87%	61%




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

Assets





Reconciliation (accrued basis)

(in millions)	2020
As at beginning of year	\$ 1,539.5
Contributions	
▪ University current service	\$ 24.3
▪ University other contributions	0.5
▪ Member current service	24.2
▪ Member other contributions	0.5
▪ Transfers in	2.5
Benefit payments	
▪ Pension payments	(48.7)
▪ Lump sum settlements	(5.9)
Non-investment expenses	(1.7)
Investment expenses	(4.0)
Investment income	<u>(36.5)</u>
As at end of year	\$ 1,494.7
Rate of return, net of investment expenses	-2.6%

Membership Statistics

	December 31, 2019	December 31, 2020
 Active Members		
▪ Number	2,608	2,788
▪ Average age	46.6	46.4
▪ Average credited service	9.8	9.7
▪ Average annual salary	\$ 112,168	\$ 112,194
 Retired Members and Beneficiaries		
▪ Number	1,250	1,284
▪ Average age	74.2	74.6
▪ Total annual lifetime pension	\$47,303,557	\$48,848,365
▪ Total annual temporary pension to age 65	\$ 1,073,840	\$ 860,829
 Deferred Pensioners		
▪ Number	509	556
▪ Average age	49.3	49.5
▪ Total annual lifetime pension payable at age 65	\$ 4,256,266	\$ 4,982,330

Membership Reconciliation

	 Active and Disabled Members	 Retired Members and Beneficiaries	 Deferred Pensioners	 Outstanding Members
As at December 31, 2019	2,608	1,250	509	41
New entrants	329	0	0	0
Rehires	1		(1)	0
Terminations				
▪ With lump sum settlement	(38)	0	(11)	(4)
▪ With deferred pension	(70)	0	70	0
Retirements	(39)	51	(12)	0
Deaths				
▪ With lump sum settlement	0	(1)	0	0
▪ With survivor benefits	(1)	(18)	0	0
▪ Without survivor benefits	0	(14)	0	0
New beneficiaries	0	19	0	0
Net data corrections	(2)	(3)	1	0
As at December 31, 2020	2,788	1,284	556	37

Appendix C:

Assumption Details

Going Concern Assumptions – Economic & Demographic

	December 31, 2019 Valuation (Filed)	December 31, 2020 (June 30, 2021) Valuation
Discount rate for liabilities	Aggregate: 5.75% PUC: 7.15% + 20.15% PfAD	Aggregate: 5.60 (5.50%) ¹ PUC: 6.85%+23.40% PfAD (6.7%+13.6% 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	Long term CIA basis	No change

1. Valuation report filed would show aggregate valuation results based on PUC discount rate, with difference of results at PUC & Aggregate discount rates shown as a funding policy reserve.

Going Concern Actuarial Methods

	December 31, 2019 Valuation (Filed)	December 31, 2020 Valuation	June 30, 2021 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	No change
Actuarial cost method	Modified aggregate method (aggregate) AND Projected until credit (PUC) for mandatory minimum test	No change	No change

Determination of PfAD

	December 31, 2020 Target Asset Allocation	Fixed Income Percentage (per Regulation)
Fixed Income		
Bonds	10%	100%
Credit	20%	50%
Equities		
Public Equities	30%	0%
Private Equities	15%	0%
Real Assets		
Infrastructure	22.5%	50%
Real Estate	22.5%	50%
Short-Term Instruments		
Net Cash & Equivalents	-20%	100%
Total	100%	
PfAD fixed income percentage (Regs)	22.5%	
PUC discount rate at Dec 31/20 (Jun 30/21)	6.85% (6.70%)	
PfAD at Dec 31/20 (Jun 30/21)	23.40% (13.60%)	

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, 2019 valuation	Prescribed for December 31, 2020 valuation	Prescribed for June 30, 2021 valuation
Solvency discount rates <ul style="list-style-type: none"> ▪ Commuted values ▪ Immediate and deferred annuities 	<ul style="list-style-type: none"> ▪ 2.4% for 10 years, 2.5% thereafter ▪ 2.9% 	<ul style="list-style-type: none"> ▪ 1.4% for 10 years, 2.9% thereafter ▪ 2.5% 	<ul style="list-style-type: none"> ▪ 1.8% for 10 years, 3.6% thereafter ▪ 3.0%
Windup discount rates <ul style="list-style-type: none"> ▪ Commuted values ▪ Immediate and deferred annuities 	<ul style="list-style-type: none"> ▪ 1.2% for 10 years, 1.2% thereafter ▪ -0.3% 	<ul style="list-style-type: none"> ▪ 0.7% for 10 years, 0.9% thereafter ▪ -0.8% 	<ul style="list-style-type: none"> ▪ 0.7% for 10 years, 1.3% thereafter ▪ -0.4%

Solvency / Windup Assumptions

Summary of non-economic assumptions

	December 31, 2019 valuation	December 31, 2020 & June 30, 2021 valuation
Mortality ¹	2014 CPM Table projected generationally using CPM Improvement Scale B	No change
Retirement	Age that produces the highest value	50% at age that produces the highest value, 50% at earliest unreduced retirement age ²
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.
2. Reflects requirement of new CV Standard, effective December 1, 2020.

Actuarial Opinion

Purpose

This presentation has been prepared for Ryerson University and presents results and projections of results derived from the December 31, 2020 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 31, 2019 valuation report filed with the Financial Services Regulatory Authority 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 providing the projected valuation results set out herein, 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.

David Kenny, FCIA

Rhea Bowen, ACIA

DRAFT RESOLUTION

**RE: RYERSON RETIREMENT PENSION PLAN VALUATION REPORT
DECEMBER 31, 2020**

BE IT AND IT IS HEREBY RESOLVED:

THAT the report on the Actuarial Valuations for the Ryerson Retirement Pension Plan as at December 31, 2020 not be filed with the regulatory authorities at this time.

September 29, 2021



BOARD OF GOVERNORS

September 29, 2021

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

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: Approval

SUMMARY:

Appointing the actuary of the Ryerson Retirement Pension Plan 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 Ryerson Retirement Pension Plan for the December 31, 2021 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 University requests that Willis Towers Watson prepare annual valuation reports, including preliminary results, analysis of assumption changes, and presentations.

Effective September 1, 2020, Willis Tower Watson was also appointed (through a Request for Proposal process) as the third-party administrator of the Ryerson Retirement Pension Plan. 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 Tower Watson is also the actuary for the OMERS plan. OMERS is the investment manager for the Ryerson Retirement Pension Plan.

PREPARED BY:

Name: Jan Neiman, Director Pensions and Benefits

Date: September 9, 2021

APPROVED BY:

Name: Joanne McKee, Chief Financial Officer

Date: September 9, 2021

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, 2021 valuation.

September 29, 2021



SENATE MEETINGS - 2021-2022

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

ORIENTATION:

Tuesday, September 14, 2021 (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 5, 2021	Tuesday, September 14, 2021
Tuesday, November 2, 2021	Tuesday, October 12, 2021
Tuesday, December 7, 2021	Tuesday, November 9, 2021
Tuesday, January 25, 2022	Tuesday, January 11, 2022
Tuesday, March 1, 2022	Tuesday, February 8, 2022
Tuesday, April 5, 2022	Tuesday, March 8, 2022
Tuesday, May 3, 2022	Tuesday, April 12, 2022
Tuesday, June 7, 2022	Tuesday, May 10, 2022

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.



Updated: August 11, 2021

RYERSON UNIVERSITY COMMON ABBREVIATIONS

A

AAA Policy	Appointment of Academic Administrators (Updated)
ABRT	Assessing Behavioural Risk Team
ADM	Assistant Deputy Minister
AMS	Applicant Management System (being phased out and replaced by eHire)
APAG	Academic Plan Advisory Group (Updated)
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 Students' Association of Ryerson University
CFO	Chief Financial Officer
CHRO	Chief Human Resources Officer
CLAC	Composition of Contract Lecturer Appointment Committee (Updated)
CS	The Creative School (Updated)
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)



Updated: August 11, 2021

- 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 Health Sciences Complex
- DEC Departmental Evaluation Committee (for RFA)
- DHC Departmental Hiring Committee (for RFA)
- DM Deputy Minister
- DMZ Digital Media Zone
- DMZV DMZ Ventures (Updated)
- 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 (refer to The Creative School)
- FCP Federal Contractors Program
- FCS Faculty of Community Services
- FEAS Faculty of Engineering and Architectural Sciences



Updated: August 11, 2021

FFTE	Fiscal Full-Time Equivalent
FIPPA	Freedom of Information and Protection of Privacy Act
FOS	Faculty of Science
FMD	Facilities Management and Development (Updated)
FPC	Faculty Promotion Committee
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

IEWAS	Integrated Employee Well Being and Accommodation Services
-------	---

J

JD	Job Description
----	-----------------

L

LAC	Library Appointments Committee
LGIC	Lieutenant-Governor-in-Council
LASL	Lincoln Alexander School of Law (Updated)
LTD	Long Term Disability



Updated: August 11, 2021

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
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



Updated: August 11, 2021

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
RGSU	Ryerson Graduate Students' Union (Updated)
RRPP	Ryerson Retirement Pension Plan
RSU	Ryerson Students' Union
RTA	School of Radio and Television Arts
RU	Ryerson University

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



Updated: August 11, 2021

TC	Total Compensation
TESP	Total Earnings Supplemental Plan
The Chang School	The G. Raymond 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
VPECI	Vice-President, Equity and Community Inclusion
VPFA	Vice-Provost, Faculty Affairs
VPRI	Vice-President, Research and Innovation
VPS	Vice-Provost, Students
VPUA	Vice-President, University Advancement and Alumni Relations



Updated: August 11, 2021

THIRD PARTY ORGANIZATIONS

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-President
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
UC	Universities Canada (Updated)