

BOARD OF GOVERNORS
November 29, 2021
3:00 p.m. to 5:00 p.m.
Video and Teleconference
Live Stream Link: https://youtu.be/_biymaqYy3M

Time	Item	Presenter/s	Action
3:00	1. IN-CAMERA DISCUSSION (Board Members Only)	Tony Staffieri	Information
	2. IN-CAMERA DISCUSSION (Executive Group Invited)		
	END OF IN-CAMERA SESSION		
	3. INTRODUCTION		
	3.1 Chair's Remarks	Tony Staffieri	Information
	3.2 Approval of the November 29, 2021 Agenda	Tony Staffieri	Approval
	4. REPORT FROM THE PRESIDENT	Mohamed Lachemi	Information
	5. REPORT FROM THE SECRETARY	Julia Shin Doi	Information
	5.1 <i>Amendments to By-Law No. 1 being the General By-Laws of Ryerson University</i>	Julia Shin Doi	Approval
	6. DISCUSSION ITEMS		
	6.1 Revisions to the <i>Sexual Violence Policy</i>	Denise O'Neil Green Jennifer Simpson Deborah Brown	Approval
	6.2 2020-2021 Sexual Violence Policy Report	Denise O'Neil Green Jennifer Simpson Deborah Brown	Information
	6.3 Report from the Chair of the Employee Relations and Pensions Committee	Andrew McKee	Information
	6.3.1 Ryerson Retirement Pension Plan Amendment no. 6	Jan Neiman	Approval
	6.4 Report from the Chair of the Finance Committee	David Porter	Information

6.4.1 Financial Statements (unaudited) for the period ending October 31, 2021 Joanne McKee

Approval

7. FOR INFORMATION

7.1 **REPORT FROM THE SECRETARY** Julia Shin Doi Information

7.1.1 Board of Governors Election Dates 2022

7.2 **REPORT FROM THE PROVOST AND VICE PRESIDENT ACADEMIC** Jennifer Simpson Information

7.3 **Report from the Chair of the Executive Committee** Jack Cockwell Information

7.4 **Report from the Chair of the Employee Relations and Pensions Committee** Andrew McKee Information

7.4.1 Ryerson Retirement Pension Plan - Financial Projections Joanne McKee Jan Neiman Information

7.5 **Report from the Chair of the Finance Committee** David Porter Information

7.5.1 Fiera Capital Report - September 30, 2021 Joanne McKee Information

7.5.2 2021-22 Enrolment Update Glenn Craney Information

7.6 University Relations Monthly Metrics and Reach Jennifer Grass Information

7.7 Periodic Program Review Summary and Implementation Plan Reports approved in 2020-2021 Jennifer Simpson Kelly MacKay Information

8. CONSENT AGENDA

9. IN-CAMERA DISCUSSION (Executive Group Invited)

5:00 10. TERMINATION

NEXT MEETING: January 31, 2022

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
Catherine Paisley, Chair of Audit Committee
David Porter, Chair of the Finance Committee
Tony Staffieri, Board Chair

Executive Group Members:

Deborah Brown, Vice-President, Administration and Operations
Glenn Craney, Deputy Provost and Vice-Provost, University Planning
Joanne McKee, Chief Financial Officer
Denise O'Neil Green, Vice-President, Equity and Community Inclusion
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:

Kelly MacKay, Vice-Provost, Academic
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
November 29, 2021



CONGRATULATIONS

Three of the University's professors are leading projects that have received grants from the Social Sciences and Humanities Research Council of Canada's (SSHRC) Partnership Engage Program. *Susan Bookey-Bassett* (Nursing) heads the project "Partnering to explore resident safety in long-term care." *Andrew Millward* (Geography and Environmental Studies) heads the project "Teaching and learning during a pandemic and beyond." *Olufunke Oba* (Social Work) heads the project "The COVID-19 crisis and its implications on food security status of African, Caribbean and Black-identified Canadian households." In addition, *Wendy Cukier* (Business Management) heads the project "Online hate, media (mis)representation and systemic racism conference," which has received funding from the Canadian Heritage/SSHRC Connection Initiative for Digital Citizen Research.

Marci Ien (RTA '91), former member of the Board, has been re-elected Toronto Centre MP and appointed federal minister for women and gender equality and youth.

Charlie Wall-Andrews, a PhD student in management at the Ted Rogers School of Management (TRSM), has been named one of the Top 100 Canada's Most Powerful Women for 2021 by the Women's Executive Network. Her citation notes how her work as an entertainment industry executive "has helped countless artists turn their passion and talent into sustainable careers."

PARTNERSHIP

INCUBATOR IN BERMUDA – In partnership with Bermudian innovation hub InnoFund Limited, the DMZ has officially launched the InnoFund Innovation Incubator—otherwise known as "i3 powered by the DMZ"—in Hamilton, Bermuda. The new incubator will take advantage of Bermuda's strong innovation ecosystem's emphasis on blockchain technology, which is bolstered by the country's robust financial regulations. An inaugural cohort of six startups that were referred to i3, including three from Canada, arrived in the summer. Applications are open for the next cohort, which will start in February.

EVENTS & INITIATIVES

THE RING – In September, The Ring, a large-scale public artwork that honours the Dish With One Spoon Territory—the land on which the University was built—was installed east of the intersection of Gould Street and Nelson Mandela Walk. The work's conception, creation, and installation emerged from the thoughtful and ongoing work of the university's Truth and Reconciliation Strategic Working Group in collaboration with members of the university's Indigenous community. Designed by Matthew Hickey and Jacqueline Daniel of Indigenous architecture firm Two Row Architect, The Ring is a circle of untreated Corten weathering steel emerging from the sidewalk. Perforations along the sides create images signifying the Seven Grandparent teachings and their animal symbols: Humility, Courage,

Honesty, Wisdom, Truth, Respect, and Love. The pathway through The Ring's opening faces both east—representing creation and new beginnings—and west—representing knowledge and wisdom.

RENAMING COMMITTEE – On September 12, the University announced an advisory committee on renaming the institution. The committee is chaired by Provost and Vice-President, Academic Jennifer S. Simpson, with Tanya (Toni) De Mello, assistant dean for student programming, development, and equity at the Lincoln Alexander School of Law as vice-chair, and Jennifer Grass, assistant vice-president, University Relations, as executive lead. Committee members include representatives from students, faculty, staff, Senate, Board of Governors, and alumni. Together, they have diverse expertise, identities, and experiences. The committee has begun guiding the process of identifying a new name that reflects the University's strengths, values, and aspirations; an important part of this process will be overseeing community engagement and deriving input from students, faculty, staff, and alumni. The committee will submit recommendations to the university leadership for consideration, and leadership will pass them on to the Board of Governors for a decision before the end of this academic year.

PARK(ING) DAY – On September 17, the University participated in the international initiative *Park(ing) Day*, which encourages reimagining and repurposing space normally used for vehicles. The School of Urban and Regional Planning (SURP), in partnership with Toronto non-profit Urban Minds, transformed parking spaces on Bond Street into a mini-park for the community to use. Ideas for the project emerged from online pre-orientation sessions for incoming SURP students, who were particularly engaged in ways to build community. Elements of the mini-park included seating, a bicycle tune-up station, a mini-market hosted by Ryerson Urban Farm, and a “welcome tree” that was donated to the university to be planted on campus.

MEDICAL ADVISORY COMMITTEE – On September 23, the University announced a Senior Medical Advisory Committee (SMAC) to support the planning and development of the proposal for a school of medicine in Brampton. The SMAC is composed of nine physicians and is chaired by Andrew Padmos, professor of medicine at Dalhousie University. In his previous role as CEO of the Royal College of Physicians and Surgeons of Canada, Padmos ensured the enhancement of postgraduate medical education and training across the country. Under his leadership, the SMAC will provide clinical and organizational expertise for the medical school and other health sciences initiatives.

ALUMNI WEEK – From September 27 to October 2, the University hosted Alumni Week online. University community members and alumni attended talks with award-winning artists and journalists, faculty-based demonstrations and panels, and the annual Alumni Achievement Awards and TRSM Alumni Awards. Keynote speaker Naomi Klein gave a talk named after her book *This Changes Everything*, on capitalism and climate action. Among other highlights were the Faculty of Arts-hosted panel discussion “Election Aftermath: Democratic Action and Accountability,” held in the wake of the federal election; the FCS panel “Life After COVID-19: What does it really mean to build back better?” moderated by newly appointed dean Kiaras Gharabaghi; and an online broadcast by sports media students of an intrasquad men's basketball game showcasing the 2021–22 Rams, and featuring discussions with head coach David DeAveiro.

ORANGE SHIRT DAY / NATIONAL DAY FOR TRUTH AND RECONCILIATION – On September 29 and 30, the University marked Orange Shirt Day and the National Day for Truth and Reconciliation, respectively,

with events designed to bring the University community together in the spirit of truth-telling and reconciliation. On the 29th, the Office of the Vice-President, Equity and Community Inclusion hosted its annual Orange Shirt Day opening event, which this year included a virtual tour of Shingwauk Residential Schools Centre at Algoma University in Sault Ste Marie. The tour provided an overview of the site and its history, and insight into the day-to-day life of students at the former Shingwauk Residential School. Attendees were encouraged to wear orange to honour survivors of residential schools. Following this event, Anishinaabe/Mohawk artist Cher Trudeau, who is the administrative assistant for Aboriginal Initiatives and coordinator of the Aboriginal Education Council, hosted a virtual beginner's beading session for the University community. On the 30th, Ryerson Alumni Relations hosted a Book Talk discussion with Waubgeshig Rice (Journalism '02), from the Wasauksing First Nation, based on his national bestselling novel, *Moon of the Crusted Snow*. As well, the Library and the Centre for Excellence in Teaching and Learning hosted a discussion for faculty and instructors about how to take up the TRC Calls to Action in teaching.

DOUG DOWNEY @ DEMOCRACY FORUM – On October 19, the Ryerson Democracy Forum hosted Ontario attorney general Doug Downey for the dialogue “Judging Justice in Ontario: Attorney General Doug Downey,” which was co-hosted by visiting practitioner Martin Regg Cohn and law school dean Donna E. Young. Downey spoke about the Ontario government's unprecedented use of the notwithstanding clause, his efforts to make the courts more accessible, his oversight of the legal aid budget, and the many court cases he has fought for the government.

SOCIAL JUSTICE WEEK – From October 25 to 29, the University hosted a variety of online events for Social Justice Week, organized by Kikélola Roach, the Unifor National Chair in Social Justice and Democracy. With the theme “Waves of Change,” the events focused on societal change during the COVID-19 pandemic, taking in health threats posed by the virus as well as shifts in awareness of racism, inequities, and challenges faced by underrepresented and marginalized groups. Among the events were the launch of the Chair's new podcast series, *On the Front Lines of the Pandemic: Racialized Workers and COVID*; live discussions hosted by the Social Venture Zone and graduate students working on the urban farm; the digital card game “Dreaming Accessibility Futures,” organized by students in the School of Disability Studies; and an episode of the CIUT program *Indigenous Waves* about student activism in response to the legacy of Egerton Ryerson.

RETURNING TO CAMPUS – On October 18, the University announced that all community members must be fully vaccinated or have received an approved exemption to come to campus. This policy will help enable a broader return to campus. On October 26, we announced that we anticipate the majority of classes will be offered in-person in Winter 2022. We will be welcoming our eligible students to come to campus to attend class, participate in extracurricular activities, access services and supports, and build community with one another in person. Some offices will also continue to offer limited virtual services for the remainder of the academic year. A list of the services, programs, and supports that will have in-person, on-campus offerings is available on our COVID-19 website, www.ryerson.ca/covid-19/campus-status.

MIGRATION LIVES – On October 28, the Canada Excellence Research Chair in Migration and Integration hosted an online premiere of *Migrant Lives in Pandemic Times*, a collection of 12 short documentary

films exploring stories of migrant lives in pandemic times in different parts of the world. It also launched the Migration Lives platform at migrantlives.net. This digital library includes the films as well as scholars' notes that go beyond the stories to explore related issues and offer policy recommendations. The platform is intended as an important resource for policymakers, scholars, advocates, and others interested in conditions for migrants.

from the President's Calendar

September 3, 2021: I met online with Naomi Azrieli, chair and CEO of The Azrieli Foundation, to continue our conversation about the University's commitment to confronting antisemitism.

September 8, 2021: I met with the external review committee for Ryerson International, who were reviewing Ryerson's internationalization strategy and making recommendations for establishing the University as an internationally orientated and globally connected institution. The committee was chaired by Janaka Ruwanpura, vice-provost and associate vice-president research (international) at the University of Calgary; its other members were Harvey Charles, professor of international education in the Department of Educational Policy & Leadership at the University at Albany, and Sonja Knutson, director of the Internationalization Office, ESL Office and Writing Centre at Memorial University of Newfoundland.

September 9, 2021: I attended the Toronto Global virtual summit Stronger than Ever. It focused on the ways the City of Toronto, the province of Ontario, and Canada are reopening the economy. Featured speakers included Premier Doug Ford, Mayor John Tory, and business leaders.

September 9, 2021: I attended the online scholarships reception for the MAX (Muslim Awards for Excellence) Scholarships Fund, which this year awarded \$200,000 to over 50 Canadian high-school, college, and university students. I delivered remarks encouraging scholarship winners to embrace the challenge posed by the pandemic.

September 10, 2021: I met with the external review committee for Ryerson International who shared with me their preliminary recommendations for guiding principles to enable success in internationalization.

September 13, 2021: I recorded remarks for the Alumni Achievement Awards (which were held online on October 1), congratulating the award recipients, whose success represents the success of all our graduates.

September 13, 2021: I was interviewed by Samir Bendjafer of CBC International about the University's decision to change its name.

September 14, 2021: I met online with Amer Hashmi, chairman of Pakistan's Special Technology Zones Authority (STZA), which was created in June 2021 to support the country's technology sector. We discussed the University's experience with the zone innovation ecosystem, as Pakistan explores ways to facilitate collaboration between industry, academia, and its government.

September 14, 2021: I had a virtual meeting with the Black Health Taskforce of Peel, as well as the board of governors of Roots Community Services, which provides programming for Black and Caribbean communities in Peel. We discussed the University's strategy for healthcare education in Brampton and our commitment to addressing anti-Black racism and engaging more broadly with the Black community.

September 15, 2021: I chaired a regular meeting of the Council of Ontario Universities (COU) Strategy & Planning Working Group.

September 16, 2021: I hosted Kaleed Rasheed, Ontario's associate minister of digital government and MPP for Mississauga East—Cooksville, for a campus tour. Rasheed was introduced to the DMZ by its executive director, Abdullah Snobar, and to the Audience Lab by The Creative School Dean Charles Falzon. We also discussed the University's strategy for healthcare in Peel.

September 16, 2021: As a member, I participated in a regular online quarterly meeting of the Coalition of Innovation Leaders Against Racism (CILAR).

September 17, 2021: I recorded a video for the Vision 2030 Virtual Event that was broadcast on September 29 as part of Alumni Week. Hosted by Krishan Mehta, assistant vice-president of engagement, the event introduced alumni to the University's Vision 2030. We discussed the role alumni can play in our achieving this vision.

September 17, 2021: Over lunch, I met with Brampton City Councillor Gurpreet Dhillon about collaboration between the City of Brampton and the University on the medical school.

September 20, 2021: Over lunch, I met with Brampton City Councillor Charmaine Williams and the founder and CEO of Brampton medical centre Astra Medicare, Svitlana Blesko. We discussed Ryerson's strategy for the medical school in Brampton.

September 21, 2021: I met with former Board vice-chair Michèle Maheux, president of M. Michèle Maheux Coaching & Consulting, to update her over lunch on progress made by the University in recent years.

September 21, 2021: I met Isabelle Mondou, deputy minister of Canadian heritage and federal champion of the University, to update her on the University's priorities.

September 22, 2021: During the Canada Arab Business Council's Annual Business Forum, I was a participant in the panel "Canadian Success Stories with the Arab World." I spoke about the University's path to Cairo and our plans in the region. My fellow panellists were Rana Ghorayeb, president and CEO of Otéra Capital; Jody Becker, CSO and executive vice president of infrastructure services and technology at EllisDon; and Luis Sierra, president and CEO of NOVA Chemicals.

September 23, 2021: Rogers Cybersecure Catalyst Executive Director Charles Finlay and I met with Stratford Mayor Dan Mathieson about how Cyber Catalyst can help municipalities deal with cybersecurity issues.

September 24, 2021: I chaired a regular meeting of the executive committee of the COU.

September 28, 2021: For the Orange Shirt Day event, which was held on September 29, I recorded welcoming remarks reiterating the University's commitment to pressing forward on reconciliation.

September 28, 2021: Over lunch, I met with Toronto Deputy Mayor Michael Thompson to discuss furthering the University's collaboration with the City of Toronto.

September 28, 2021: I recorded congratulatory remarks for a 90th birthday video tribute to University alumnus Isadore Sharp (Architectural Science '52), who was our Athlete of the Year in 1951 and graduated with a silver medal before going on to be the founder, chairman, and CEO of Four Seasons Hotels and Resorts.

September 28, 2021: I participated in a Board social at a home game for the Toronto Blue Jays, who were defeated 7–2 by the New York Yankees.

September 30, 2021: I met with Omar Alghabra, federal minister of transport and Ryerson alumnus (Engineering '94), about furthering the University's collaboration with the Canadian government.

October 1, 2021: I met with Navdeep Bains, vice-chair for global investment banking at CIBC and former federal minister of innovation, science, and industry, to discuss opportunities for collaboration in the future.

October 1, 2021: Along with John MacRitchie, assistant vice-president of zone learning & strategic initiatives, I met online with Tom Corr and Garry Chan, respectively the founder and CEO and the CTO of AI Partnerships Corporation. We discussed how the University can best foster talent development in artificial intelligence and open doors for students to work with startups in the field.

October 2, 2021: I attended a community barbecue hosted by the Brampton Chapter of Ahmadiyya Muslim Jama'at in appreciation of federal government volunteers. While there, I had the opportunity to speak with all five of Brampton's MPs: Shafqat Ali, Kamal Khera, Ruby Sahota, Maninder Sidhu, and Sonia Sidhu.

October 4, 2021: Over lunch, I met with former Ryerson distinguished visiting professors Sean Conway and Don McCutchan to discuss the lessons the University has learned during the pandemic and potential projects for the future.

October 4, 2021: As a member, I attended a regular online meeting of the COU's government and community relations committee.

October 4, 2021: Over dinner, along with Deputy Provost and Vice-Provost, University Planning Glenn Craney; director and principal of Ryerson University International College Wessen Rawazik; and Jennifer S. Simpson, I met with COO of Navitas Canada and Navitas USA Darcy Rollins, and Navitas' president and CEO of university partnerships for North America, Brian Stevenson. We discussed the progress of collaboration between the University and Navitas.

October 7, 2021: Along with Michael Forbes; Jennifer Grass; and Shelagh McCartney, founder of the Together Design Lab, I met with J. Ken Rutherford, president of the Thornton-Smith corporation, to continue our discussion about opportunities for collaboration with regards to downtown Toronto and Indigenous issues.

October 7, 2021: I recorded a congratulatory video to be shown during the October 13 announcement of funding from the federal government for Rogers Cybersecure Catalyst's Cyber Talent Transformation Initiative.

October 7, 2021: I attended the C.D. Howe Institute's virtual special policy seminar "Connecting Innovation, Intellectual Property, and Commercialization." Speakers were Kim Furlong, CEO of the Canadian Venture Capital and Private Equity Association; Feridun Hamdullahpur, former president of the University of Waterloo; and William B.P. Robson, CEO of the C.D. Howe Institute.

October 8, 2021: I chaired a regular meeting of Council of Ontario Universities (COU) executive heads.

October 12, 2021: In Brampton, I had a lunch meeting with MPs Ruby Sahota (Brampton North), Maninder Sidhu (Brampton East), and Sonia Sidhu (Brampton South) about the University's priorities and to update them on progress on the medical school proposal.

October 14, 2021: Along with Matthew Baker, associate director of government relations, I met with Earl Provost, Ontario agent-general in the United States (Midwest). We discussed connecting with universities in the midwestern United States with which Ryerson might partner in the areas of entrepreneurship and innovation.

October 15, 2021: I met online with Janet Morrison, president and vice-chancellor of Sheridan College, and Asima Vezina, president and vice-chancellor of Algoma University, to discuss coordination of healthcare and programming in Brampton.

October 15, 2021: I attended a session of the Ditchley Foundation's virtual meeting "Higher Education Leadership: Opportunities for Regional Renewal and Green Recoveries" that focused on the role of place in post-secondary institutions' contributions to green recoveries.

October 17, 2021: At Massey College at the University of Toronto, I was a judge for the finals of the National Council of Canadian Muslims' #HackHateCanada Hackathon, for which teams of developers created tech-based projects to address the spread of misinformation, racism, hate, and Islamophobia online.

October 18, 2021: I delivered a keynote address at a virtual meeting of the Rotary Club of Brampton. I spoke about the University's proposed medical school in Brampton and the role Rotarians can play in supporting related activities.

October 18, 2021: Along with Matthew Baker and Charles Finlay, I gave a tour of the Rogers Cybersecure Catalyst to Minister of Government and Consumer Services Ross Romano, Associate Minister of Digital Government Kaleed Rasheed, parliamentary assistant to the minister of infrastructure Amarjot Sandhu, and Brampton Mayor Patrick Brown. We discussed Cyber Catalyst's role in driving economic growth in Brampton and the ways it supports our vision for the medical school.

October 18, 2021: I participated in a virtual 2026 FIFA World Cup Toronto City Builders roundtable, during which we discussed legacy projects at the upcoming World Cup and the potential for the University to be involved.

October 19, 2021: I recorded a video message to be played for a delegation from the International Public Policy Association (IPPA), which visited the University from October 25 to 27. The Faculty of Arts is leading a bid to host the IPPA's sixth International Conference on Public Policy in 2023, and my remarks explained why the University is ideally suited to host the conference.

October 19, 2021: I chaired a regular meeting of the finance committee of Universities Canada.

October 19, 2021: As a member, I attended a regular meeting of the Hackergal board.

October 19, 2021: In advance of the Democracy Forum event "Judging Justice in Ontario: Attorney General Doug Downey," I welcomed Attorney General Doug Downey to the event and spoke with him about the University's commitment to progressive legal education and legal innovation.

October 19, 2021: Over dinner, I met with Ontario's minister of the environment, conservation and parks, David Piccini, to discuss how the University can help with the province's climate change strategy.

October 20, 2021: I attended the virtual McConnell Foundation discussion "Cross-Institutional Collaboration on the Climate Emergency," during which university presidents discussed potential collaboration to tackle the climate emergency.

October 21, 2021: I was happy to participate in the Brampton Board of Trade's virtual event, "View from the Top with Dr. Mohamed Lachemi: Health Innovation in Brampton." The Board of Trade's CEO, Todd Letts, and I discussed the University's plan for the proposed medical school and how the Brampton business community can get involved.

October 21, 2021: I had a virtual meeting with the Ontario Gurdwara Committee to seek the support of members of the Sikh community for the proposed medical school in Brampton.

October 21, 2021: Along with Vice-President, University Advancement Ian Mishkel, I met online with Stephen Diamond, board chair of Waterfront Toronto and CEO of Toronto land development company DiamondCorp, to discuss the potential for his collaborating with the University on implementing the Campus Master Plan.

October 21, 2021: I attended the University-hosted virtual book launch of Vivienne and Neville Poy's book *Precious Moments*, proceeds from which are being donated to the University.

October 22, 2021: I chaired a regular online meeting of the COU.

October 24–25, 2021: Along with Glenn Craney, Faculty of Engineering and Architectural Science Dean Thomas Duever, and Creative School Dean Charles Falzon, I visited the University's campus in Cairo. While there, I met with Louis Dumas, Canadian ambassador to Egypt; the Universities of Canada in Egypt board of governors; and Khaled Abdel Ghaffar, Egypt's minister of higher education and scientific research.

October 26–27, 2021: I attended the Universities Canada virtual meeting "Roadmap to Recovery: Renewing commitments to Canadians," about the role universities can play in social and economic renewal.

October 27, 2021: Along with Matthew Baker, I met online with Richmond Hill MP Majid Jowhari (Industrial Engineering '85). We discussed the University's priorities and how we can work with the government of Canada.

October 28, 2021: I attended a regular online meeting of the board of directors of Universities Canada.

October 28, 2021: I was interviewed by journalist Marjo Johnne for the *Medical Post* about the proposed medical school in Brampton.

October 28, 2021: I participated in a community consultation about the proposed medical school at Brampton City Hall, during which I gave a presentation about the University's vision for healthcare education and for working together with the city and the local community. Also in attendance were Jeff Bowman and Martin Medeiros, respectively city and regional councillors for Brampton wards 3 and 4.

October 29, 2021: I accompanied Brampton MPs Ruby Sahota, Maninder Sidhu, and Sonia Sidhu on a tour of Myant Inc.'s Etobicoke headquarters, during which we discussed the University's collaboration with Myant in the area of healthcare.

October 29, 2021: As a member, I attended a regular meeting of the Continental African Scholars Network Canada.

November 1, 2021: I participated in another community consultation about the proposed medical school at Brampton City Hall, which was attended by Gurpreet Dhillon and Harkirat Singh, respectively the regional and city councillors for Brampton wards 9 and 10.

BOARD OF GOVERNORS

November 29, 2021

AGENDA ITEM: Amendments to *By-Law No. 1 being the General By-Laws of Ryerson University*

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: Approval

SUMMARY:

During the September 29, 2021 Board of Governors and the October 27, 2021 Executive Committee meetings, it was discussed that amendments will be made to *By-Law No. 1 being the General By-Laws of Ryerson University* ("By-Laws").

BACKGROUND:

The amendments to the By-Laws include the following:

1. converting the Executive Committee to the Governance Committee;
2. removing the power of the Executive Committee to make decisions on behalf of all Board members;
3. changes in light of the *Not-for-Profit Corporations Act, 2010* S.O. 2010, c. 15 which came into force on October 19, 2021; and
4. amendments to reflect current governance practices and operations.

Attachment includes a redline copy of the proposed amendments to the By-Laws.

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: November 24, 2021

APPROVED BY:

Name: Mohamed Lachemi, President and Vice-Chancellor

Date: November 24, 2021

BY-LAW NO. 1
being the
GENERAL BY-LAWS
OF



Amendment Dates

March 31, 2003 *General By-Law Review*

March 29, 2004 *Article 13.3 Procedure to Appoint President at end of Term*

November 29, 2004 *Article 10 (Appointment of the Chancellor);*

Article 15(Committees);

Article 16.1 (Executive Committee);

Article 17.2(Audit Committee)

November 28, 2005 *Article 15 and 21 –Removal of External Relations Committee*

November 27, 2006 *Article 17 – (Change in Composition of Audit Committee)*

February 26, 2007 *Article 6.3 (e) (Termination of the Board Membership at Age 75)*

April 28, 2008 *General By-Law Review*

October 20, 2008 *Rescinding of Special By-Law No. #1 - (Amendment #1)*

April 26, 2010 *Conflict of Interest*

September 27, 2010 *Article 13 President*

April 25, 2011 *Article 24.3 and 24.4 (Title Change)*

August 17, 2015 *Article 7.1 Regular Meetings*

January 29, 2018 *Articles 14.2, 18.4, 27.2 (Title Change and Removal of Reference to Special By-law No.#1)*

November 29, 2021

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BY-LAW NO. 1
being the
GENERAL BY-LAWS OF
RYERSON UNIVERSITY

Article 1
INTERPRETATION

1.1 Defined Terms

In these By-Laws the following terms shall have the following meanings:

“**Administrative Staff**” shall mean the full-time employees of the University who are not members of the Teaching Faculty; provided that an individual shall only be considered to be a full-time employee for the purposes of this definition if he or she is serving in a regular capacity on a continuing basis.

“**Alumni**” shall mean the persons who have received degrees, diplomas or certificates from Ryerson Institute of Technology, Ryerson Polytechnical Institute, Ryerson Polytechnic University or Ryerson University and who are no longer registered as students.

“**Board Appointees**” shall mean those individuals appointed to the Board in the manner contemplated by Article 4.

“**Board of Governors**” or “**Board**” shall mean the Board of Governors of Ryerson University.

“**Business Day**” shall mean any day of the week other than a Saturday or a Sunday or a day, which is a civic or statutory holiday in the City of Toronto.

“**By-Law**” shall mean any By-Law enacted by the Board.

“**Chair**” or “**Chair of the Board**” shall mean the Chair of the Board of Governors and “**Vice Chair**” shall mean the Vice Chair of the Board of Governors and, where the context permits, the words “Chair” or “Chair of the Board” shall include the Vice Chair or other members of the Board when acting as Chair of the Board.

“**Chancellor**” shall mean the Chancellor of Ryerson University.

“**Committee of the Board**” or “**Committee**” shall mean a Committee of the Board appointed by By-Law or resolution of the Board in accordance with the provisions of the Ryerson University Act.

(a) “**Corporate Seal**” shall mean the corporate seal of Ryerson University.

“**Corporations Act**” shall mean the *Corporations Act* (Ontario) R.S.O. 1990, c. C.38, the regulations enacted pursuant to it and any statutes and regulations that may be substituted for them, as amended from time to time.

“**LGIC Appointees**” shall mean those individuals appointed to the Board in the manner contemplated by Article 5.

“**Officer of the University**” shall mean any one of the Chair, Vice Chair, President and Vice Chancellor, Provost and Vice President Academic, Vice President Administration and Operations, Secretary of the Board, and such other person or persons as shall be appointed by the Board pursuant to Section 14.4.

“**President**” shall mean the President of Ryerson University.

“**Rules of Order**” shall have the meaning ascribed thereto in Section 7.17.

“**University**” shall mean Ryerson University.

“**Ryerson University Act**” shall mean the *Ryerson University Act, 1977* and all statutory modifications thereof for the time being in force.

“**Secretary**” or “**Secretary of the Board**” shall mean the Secretary of the Board of Governors.

“**Students**” shall mean persons who are registered as such in a program or course of study at the University that leads to a degree, diploma or certificate of the University.

“**Teaching Faculty**” shall mean the full-time employees of the University whose principal duty is the performance of the teaching function or research function of the University, including the employees holding the offices of Dean, Chair, Assistant Chair or Associate Chair of a department, or Academic Director; provided that an individual shall only be considered to be a full-time employee for the purposes of this definition if he or she is a regular faculty member or probationer.

1.2 Interpretation

In this By-Law all references to the singular shall also be interpreted as referring to the plural and vice versa and words in one gender include all genders. The insertion of headings in this By-Law and the division into sections and subsections are for convenience of reference only and shall not affect the interpretation of this By-Law. References to an Article or Section refer to the applicable article or section of this By-Law. The word “**including**” means “including without limitation” and shall not be deemed to limit any words which follow it to the specific words which precede it.

Article 2
COMPOSITION OF THE BOARD

2.1 Composition

The Board shall consist of the President, the Chancellor, the Board Appointees, the LGIC Appointees and those members of the Alumni, Teaching Faculty, Administrative Staff and Students appointed or elected in the manner contemplated by the Ryerson University Act and as hereinafter prescribed.

2.2 Vacancies

Notwithstanding any vacancy on the Board, as long as a quorum of the Board, as defined in Section 4(9) of the Ryerson University Act, remains in office, the Board is competent to exercise all and any of its powers.

2.3 No Remuneration

The members of the Board shall receive no remuneration for acting as such. The Board may authorize payment to a member for travelling and other expenses in connection with Board business.

Article 3
ELECTION TO THE BOARD OF ALUMNI, TEACHING FACULTY,
ADMINISTRATIVE STAFF AND STUDENTS

3.1 Number

Each constituency set forth below shall have the right to elect to the Board the following number of persons:

- (a) Alumni: Three members, each of whom shall hold office for a three year term; one of whom shall be elected annually;
- (b) Teaching Faculty: Three members, each of whom shall hold office for a two year term; two of whom shall be elected in each odd numbered year and one of whom shall be elected in each even numbered year;
- (c) Administrative Staff: Two members, each of whom shall hold office for a two year term; one of whom shall be elected annually; and
- (d) Students: Three Students, each of whom shall hold office for a one year term; all of whom shall be elected annually.

3.2 Term of Office

The term of office for Alumni, Teaching Faculty, Administrative Staff and Student members elected to the Board pursuant to Section 3.1 shall be for the respective

periods specified in Section 3.1 and shall commence on the 1st day of September immediately following the date of his or her election as such.

3.3 Date and Time of Election

Subject to the provisions of Section 3.7, an election shall be held on campus in the spring of each year for the election to the Board of those Alumni, Teaching Faculty, Administrative Staff and Student members to be elected pursuant to Section 3.1.

3.4 Ryerson University Election Procedures Committee

(a) Formation and Composition

Prior to December 31 in each year, a committee to be known as the Ryerson University Election Procedures Committee shall be struck by the Secretary which shall, save and except where it is otherwise herein provided, have responsibility and authority for: (i) conducting the election to be held in the next following year to elect the Board members to be elected pursuant to Section 3.1 (each such election, in this Article 3, the “**Election**”); (ii) appointing a Returning Officer for the Election from among the employees of the University, (iii) determining the period of time during which nominations may be received in respect of the Election and accepting all nominations duly received and submitted; (iv) determining and publishing the necessary forms, information and regulations for the Election; (v) determining those elected and the order of standing of candidates in the Election; (vi) executing all related matters necessary for the proper conduct of the Election; and determine any dispute as to eligibility to hold office or vote in any election for membership on the Board of Governors under article 3 of the By-Laws.

(b) Funds

Funds for the purpose of conducting the Election shall be provided for in the operating budget of the University and shall be made available to the Ryerson University Election Procedures Committee on approval by the Secretary of the Board of recommendations for expenditures made by the Committee.

(c) Composition of Committee

Each Ryerson University Election Procedures Committee struck from time to time shall be composed of the Secretary of the Board, who shall act as Chair; the Assistant Secretary of the Board, one member of the Alumni designated by the University’s Director of Alumni Affairs; one member of the Teaching Faculty nominated by the Ryerson Faculty Association; one member of the Administrative Staff nominated by the Management and Confidential Group or by the Ontario Public Service Employees Union or by the Canadian Union of Public Employees, on a rotation basis; one Student nominated by the Continuing Education Students’ Association of Ryerson; and, one Student nominated by the Ryerson Students’ Union.

(d) **Qualification for Appointment to Committee**

To ensure impartiality in the conduct of the Election, as a condition of appointment to the Ryerson University Election Procedures Committee, each person so appointed must agree not to be a candidate for election to the Board in the Election, not to actively support, or make known support for any candidate in the Election and to refrain from active participation in any related matter.

(e) **Term of Appointment to Committee**

With the exception of the Secretary of the Board and the Assistant Secretary of the Board who are permanent members of the Committee, members of each Ryerson University Election Procedures Committee shall serve a two-year term renewable once.

(f) **Report to the Board**

Not later than four weeks after the Election, the Ryerson Election Procedures Committee shall make a report to the Board on matters related to the Election including the names of those declared elected by the Returning Officer.

3.5 Voter Eligibility

(a) **Alumni**

All members of the Alumni shall be eligible to vote for the Board member to be elected in the Election pursuant to Section 3.1(a).

(b) **Teaching Faculty**

The University's ~~Executive Director~~ Human Resources shall, not later than four weeks prior to the date of the Election, provide the Ryerson University Election Procedures Committee with a list of all individuals who are members of the Teaching Faculty 30 days immediately prior to the date of the Election. All persons included on such list shall be eligible to vote for the Board members to be elected in the Election pursuant to Section 3.1(b).

(c) **Administrative Staff**

The University's ~~Executive Director~~ Human Resources shall, not later than four weeks prior to the date of the Election, provide the Ryerson University Election Procedures Committee with a list of all individuals who are members of the Administrative Staff 30 days immediately prior to the date of the Election. All persons included on such list shall be eligible to vote for the Board members to be elected in the Election pursuant to Section 3.1(c).

(d) **Students**

The University's Registrar shall, not later than four weeks prior to the date of the Election, provide the Ryerson University Election Procedures Committee with a list of all individuals who are Students 30 days immediately prior to the date of the Election. All persons included on such list shall be eligible to vote for the Board members to be elected in the Election pursuant to Section 3.1(d).

3.6 Candidate Eligibility

An individual shall be eligible to stand as a candidate to represent the Alumni, Teaching Faculty, Administrative Staff or Students on the Board, only if he or she, in the case of an individual who has agreed to stand for election pursuant to:

- (a) Section 3.1(a) (Alumni), is a member of the Alumni, is not an employee of the University, is eighteen or more years of age and has been nominated in writing by two other members of the Alumni;
- (b) Section 3.1(b) (Teaching Faculty), is a member of the Teaching Faculty, is eighteen or more years of age and has been nominated in writing by two other members of the Teaching Faculty;
- (c) Section 3.1(c) (Administrative Staff), is a member of the Administrative Staff, is eighteen or more years of age and has been nominated in writing by two other members of the Administrative Staff; and
- (d) Section 3.1(d) (Students) is a Student, whether or not eighteen years of age or older and has been nominated in writing by two other Students.

3.7 Special Nominations and Voting Provisions for Alumni

- (a) Notice that nominations for election of Alumni to the Board are open, of the date of closure of nominations and of the nominating procedures shall be provided to Alumni by the Ryerson University Election Procedures Committee not sooner than 160 days and not later than 120 days prior to the Election, via the Ryerson University Alumni Magazine or such other method of providing notice as is likely to be delivered to all or substantially all Alumni for whom the University has a current address, or any combination of such methods.
- (b) The Alumni ballot and voting procedures shall be provided via the Ryerson University Alumni Magazine, on request by mail to any Alumni who so requests, by such other method as is likely to provide for the participation in a confidential manner of all Alumni entitled to receive the notice contemplated by Section 3.7(a), or any combination of such methods.
- (c) The date of close of nominations for election of Alumni to the Board shall be determined annually by the Ryerson University Election Procedures Committee.

3.8 General Provisions Relating to Elections

(a) Tie Vote

In the event of any tie vote for any office being filled pursuant to this Article 3, a recount shall be held within seven days of the Election at a time and place and in a manner prescribed by the Ryerson University Election Procedures Committee. In the event that the recount confirms the tie vote, a single deciding vote shall be cast by the Returning Officer for that candidate whose name appears on the piece of paper pulled by the Returning Officer from a hat containing one piece of paper for each candidate who is tied with one or more other candidates for first place in such Election.

(b) Filling of Vacancies

In the event that a vacancy arises in respect of a Board position filled pursuant to this Article 3 (other than a vacancy which arises at the expiry of a Board member's term of office) and the Board determines, having regard to the length of the unexpired term of such office, to fill such vacancy, the vacancy shall be filled by the candidate who received the next highest number of votes for such position in the immediately preceding Election, unless the Board deems it inappropriate to do so, in which case the vacancy shall be filled in such other manner as determined by the Board to be in the best interests of the University. The person so elected or appointed shall serve the unexpired remainder of the term of the departed Board member. If a by-election is held pursuant to this Section 3.8(b), it shall be administered and overseen by the then constituted Ryerson University Election Procedures Committee based on procedures established by them; provided that such procedures shall conform to the greatest extent practicable with the procedures prescribed for Elections by this Article 3.

Article 4

APPOINTMENT OF TWO BOARD MEMBERS BY THE BOARD

4.1 Appointment

The manner and procedure whereby the Board shall appoint two of its members as required by Section 4(1)(g) of the Ryerson University Act shall be as follows:

- (a) At a regular meeting of the Board preceding the expiration of the three-year term for which an incumbent was appointed, the Chair shall advise the Board of such upcoming vacancy and ask Board members to advise the ~~Governance~~~~Executive~~ Committee of individuals whom they believe would be appropriate to fill such vacancy.
- (b) The ~~Governance~~~~Executive~~ Committee will consider all such advice and based thereon or on additional advice will solicit candidates for appointment in a manner determined by the ~~Governance~~~~Executive~~ Committee.

- (c) As soon as reasonably practicable thereafter, the ~~Governance~~~~Executive~~ Committee will present for approval by the Board one or more nominees to fill such vacancy. Such proceedings shall be held *in camera*.
- (d) The appointment of a member pursuant to this Article 4 shall take effect on the later of:
 - (i) the day following the expiry of the term of the Board member whom the newly appointed member is replacing; and
 - (ii) the day upon which such member's appointment is approved by the Board.

Such member shall continue to hold office as a Board member for a three year term.

4.2 Vacancy

In the event that a vacancy arises in respect of a Board position filled pursuant to Section 4(1)(g) of the Ryerson University Act (other than a vacancy which arises at the expiry of a Board member's term of office), and the Board determines, having regard to the length of the unexpired term of such office, to fill such vacancy, the vacancy shall be filled in the manner contemplated by Section 4.1., but the procedures contemplated thereby shall be commenced at the first Board meeting following the creation of such vacancy or if it is publicly known that such a vacancy will arise, at the first Board meeting after it is so known. The individual appointed shall serve the unexpired remainder of the term of the departed Board member.

Article 5 APPOINTMENT OF NINE BOARD MEMBERS BY THE LIEUTENANT GOVERNOR IN COUNCIL

5.1 Appointment

The manner and procedure whereby the Board shall recommend to the Lieutenant Governor in Council those nine individuals to be appointed to the Board pursuant to Section 4(1)(b) of the Ryerson University Act shall be as follows:

- (a) At a regular meeting of the Board held at least six months preceding the expiration of the three-year term for which an incumbent was appointed pursuant to Section 4(1)(b) of the Ryerson University Act, the Chair shall advise the Board of such upcoming vacancy and ask Board members to advise the ~~Governance~~~~Executive~~ Committee of individuals who they believe would be appropriate to fill such vacancy.
- (b) The ~~Governance~~~~Executive~~ Committee will consider all such advice and based thereon or on additional advice, will solicit candidates for appointment in a manner determined by the ~~Governance~~~~Executive~~ Committee.

- (c) As soon as possible thereafter, the ~~Governance~~~~Executive~~ Committee will present for approval by the Board one or more nominees to recommend to the Lieutenant Governor in Council to fill such vacancy; provided that if the ~~Governance~~~~Executive~~ Committee determines that it must make such recommendation before the Board's next regularly scheduled meeting, it shall instruct the Secretary to send a ballot on the matter to all Board members together with a request that each ballot be marked and returned to the Secretary by a specified date. So long as the individual whom the ~~Governance~~~~Executive~~ Committee proposes to recommend is so approved by more than 50% of the members of the Board, the Secretary shall have the power and the authority to forward the name of such individual to the Lieutenant Governor in Council pursuant to Section 5.1(d), for and on behalf of the Board. Such proceedings shall be held *in camera*.
- (d) The name of each individual so approved shall be forwarded to the Lieutenant Governor in Council by the Secretary for consideration in the exercise of its right to appoint Board members pursuant to Section 4(1)(b) of the Ryerson University Act.
- (e) Each Board member appointed pursuant to Section 4(1)(b) of the Ryerson University Act shall continue to hold office as a Board member for a term expiring on the third anniversary of his or her appointment.

5.2 Vacancy

In the event that a vacancy arises in respect of a Board position filled pursuant to Section 4(1)(b) of the Ryerson University Act (other than a vacancy which arises at the expiry of a Board member's term of office) the procedures set forth in Section 5.1 shall be followed. The individual so appointed shall serve the unexpired remainder of the term of the departed Board member unless his or her appointment is revoked earlier by the Lieutenant Governor in Council.

Article 6 TERMINATION OF BOARD MEMBERSHIP

6.1 Automatic Termination

As provided in the Ryerson University Act, a Board member ceases to hold office as a member of the Board when he or she ceases to be eligible for appointment or election to the Board.

6.2 Resignation or Declaration of Vacancy

In addition, the membership of a member of the Board is vacated when such member resigns as a member of the Board or the Board declares such membership in the Board vacant.

6.3 Termination by Board

The Board shall have the right in its sole and absolute discretion to declare a Board member's membership on the Board vacant where such member:

- (a) becomes incapable of acting as a member;
- (b) has not acted honestly, in good faith or in the best interests of the University, or any part thereof;
- (c) within any previous 12 month period fails to contribute significantly in the estimation of the Board to the work of the Board and/or its Committees;
- (d) does not respect the principles of confidentiality as set out in Article 9;
- (e) has over the course of any 12 month period, attended less than 50 percent of the regular meetings of the Board or committees of the Board of which he or she is a member; or
- (f) in the case of a member elected pursuant to Article 3, such Board member ceases to qualify as a member of the Alumni, the Administrative Staff, the Teaching Faculty or as a Student, as the case may be.

6.4 Term Limits

As contemplated by Section 4(4) of the Ryerson University Act, no individual shall be eligible to hold office for more than three consecutive terms (without a minimum one year's absence between any such terms); provided that in calculating the number of consecutive terms an individual has served as a Board member, the period of time during which such individual served the unexpired portion of a predecessor's term as a Board member, if any, shall not be counted.

Article 7 MEETINGS OF THE BOARD

7.1 Regular Meetings

A regular meeting of the Board shall be held in at least six of the twelve months of the year, on dates as so determined by the Secretary. ~~In between regular meetings of the Board, a meeting of the Executive Committee, acting on behalf of the Board, may be deemed a regular meeting of the Board by the Chair.~~

7.2 Notice of Regular Meetings

Notice in writing of the date, time and place of each meeting shall be sent to each member of the Board, addressed to such member at his or her address as it appears in the records of the Board at least ~~ten days~~ five full Business Days but not more than fifty days before the time appointed for holding such meeting. ~~Such notice~~

~~shall be in the form of an agenda and shall specify in reasonable detail the matters, other than those of a routine nature, which are to be dealt with at such meeting.~~

7.3 Special Meetings

A special meeting of the Board shall be convened by the Secretary when so requested by the Chair or the President or in writing by any ten members of the Board constituting a quorum for a meeting of the Board.

7.4 Notice of Special Meetings

Notice of each special meeting shall be sent to each Board member not less than three days before the meeting is to take place. Any notice concerning a special meeting shall indicate at whose request the meeting is being convened.

7.5 Omission of or Irregularities in Notice of Meetings

Notice of all meetings, whether regular or special, shall be given only by the Secretary or in his or her absence by a person appointed by the Secretary to act in that capacity. The accidental omission to give notice of a meeting to any member of the Board, or any accidental irregularity in connection with the giving of notice, shall not invalidate the proceedings at the meeting. Notwithstanding the provisions of Sections 7.2 and 7.4, a regular meeting or a special meeting may take place without the requisite notice having been provided to Board members if all the members are present or if either before or after the meeting, those absent from the meeting signify in writing their consent to the meeting being held in their absence.

7.6 Annual Meeting

The meeting of the Board at which the audited annual financial statements are presented, approved and the signing of the balance sheet authorized shall be designated as the Annual Meeting, which meeting shall take place not later than September 30th in each year.

7.7 Quorum

A quorum of the Board shall consist of ten members present in person at least one-half of whom shall be members of the Board appointed or elected under Sections 4(1)(b), (c) and (g) of the Ryerson University Act.

7.8 Votes to Govern

Except as otherwise specifically contemplated by the Ryerson University Act, the Corporations Act, the By-Laws or the Rules of Order, and all applicable legislation, at all meetings of the Board, every question shall be voted on and decided by a simple majority of the votes of the Board members entitled to vote thereon present in person. In the case of an equality of votes, the Chair shall not have a second or casting vote and the question shall be deemed to be decided in the negative.

7.9 Show of Hands

Unless a Board member entitled to vote demands a ballot, each motion shall be voted upon by a show of hands. Upon a show of hands, each Board member entitled to vote shall have one vote. Whenever a vote by show of hands shall have been taken upon a question, a declaration by the Chair that the vote upon the question has been carried or carried by a particular majority or not carried and an entry to that effect in the minutes of the meeting shall be sufficient evidence of the fact without proof of the number or proportion of the votes recorded in favour of or against any resolution or other proceeding in respect of the said question, and the result of the vote so taken shall be the decision of the members upon the said question; provided that nothing herein shall prevent a roll call vote being called for, taken, and the results thereof recorded in the minutes on a matter which would otherwise be voted on by a show of hands, so long as such procedure is called by a Board member, for prior to the vote by show of hands and otherwise in accordance with the rules of order governing the meeting.

7.10 Vote By Ballot

Prior to the Chair calling for a vote on a question, a Board member entitled to vote may demand a vote by ballot. A vote by ballot so demanded shall be taken in such manner as the Chair shall direct. A demand for a vote by ballot may be withdrawn at any time prior to the taking of the vote by ballot. Upon a vote by ballot, each member entitled to vote, present in person shall have one vote and the result of the vote by ballot shall be the decision of the members upon the said question.

7.11 Resolutions in Writing

A resolution signed by ~~alle majority~~ of the Board members entitled to vote is as valid and effective as if passed at a meeting of the Board members duly called, constituted and held for that purpose. Resolutions in writing may be signed in counterparts and resolutions in writing signed by one or more members entitled to vote and transmitted by facsimile or electronic mail to the Secretary shall be deemed to be duly signed by such members.

7.12 Order of Business

The order of business at regular meetings of the Board shall be as follows:

- (a) Introduction
 - (i) Approval of Agenda (other than the *in camera* portion)
 - (ii) Approval of Minutes
 - (iii) Business Arising from the Minutes
 - (iv) ~~Informational~~ Report from the President

- (v) ~~Informational~~ Report from one or more of the ~~Officers, Provost and Vice President Academic and Vice Presidents.~~
- (b) Discussion Items
 - (i) Committee reports and recommendations
 - (ii) New Business
 - (iii) Other Business

7.13 Required Notice for Inclusion of Items in the Agenda

All written material for inclusion in the agenda for regular meetings of the Board (including administrative reports and statements for approval) shall be delivered to the Secretary of the Board at least fifteen full Business Days prior to the day of the meeting at which they are to be presented and, unless the Chair otherwise consents, only written material which has been so delivered shall be referred to on the agenda.

7.14 Introduction of New Matter Without Notice

Unless the requirements of Section 7.13 are observed, no new matter, other than one of privilege or the submission of a petition, shall be dealt with at any regular meeting of the Board unless the introduction of such new matter shall be approved by a simple majority of the votes cast by the members present.

7.15 Record of Proceedings

A record of the proceedings of all meetings of the Board shall be kept by the Secretary in a book or books provided for that purpose and the minutes of every such meeting shall be submitted at the next meeting of the Board, and after adoption by the Board the minutes, signed by the Chair of the meeting to which the minutes relate or by the Chair of the next succeeding meeting, shall be open to the inspection by any member of the Board at any time during regular office hours in the office of the Secretary of the Board.

7.16 Supporting Documents

In the interest of full recording and accuracy of the minutes of meetings for subsequent review of decisions in the light of circumstances existing at the time, all presentations to the Board shall, whenever possible, be in writing and accompanied by relevant supporting documentation.

7.17 Rules of Order

Each meeting of the Board shall be governed by *Bourinot's Rules of Order* or such other rules of order as have then most recently been adopted by the Board (the "Rules of Order"); provided that, in the event of a conflict between such Rules of

Order and one or more provisions of the Corporations Act, the Ryerson University Act or the By-Laws, or applicable legislation, the provisions of the Corporations Act, the Ryerson University Act or the By-Laws or applicable legislation shall prevail.

7.18 Conduct of Meetings

- (a) The Chair shall preserve order and decorum at all meetings of the Board. Any person admitted to a meeting of the Board who, in the opinion of the Chair, misconducts himself or herself must withdraw from the meeting at the order of the Chair; provided that, for greater certainty, such order shall be considered to be a ruling by the Chair on a point of order and may be challenged in the manner contemplated by the Rules of Order. In the event that such a person refuses to withdraw, the Chair has the power to declare a short recess or to adjourn the meeting and may declare that the continuation of the recessed or adjourned meeting shall be *in camera*.
- (b) Subject to limitations of space, meetings of the Board shall be open to attendance by the public except during *in camera* sessions so designated for the consideration of confidential business, such as matters concerning personnel, finance, acquisition or disposal of property and other confidential matters of the University, the disclosure of which might be prejudicial to an individual or to the best interests of the University. *In camera* sessions shall be open only to Board members and other persons invited to attend by the Chair.
- (c) Spectators (including representatives of the media) shall not be permitted to disturb the conduct of a meeting in any way, or, without the consent of the Chair (but subject in any event to the provisions of Section 7.18(a)), to bring placards or signs into the room in which the Board is meeting.
- (d) For greater certainty, only Board members will have the right to vote and speak at Board meetings although others present at such meetings in accordance with this Section 7.18 shall be allowed to speak with the consent of the Board.

Article 8 DECLARATION OF INTEREST

8.1 Definitions

For the purposes of this Article 8

- (a) “Conflict of Interest” A Conflict of Interest arises where (i) a member of the Board has or could be perceived to have the opportunity to use the authority, knowledge, or influence derived from his or her position for his or her own benefit, or the benefit of a member of his or her immediate family; or (ii) where the interests of a member of the Board may be, or may be perceived as being, incompatible with the interests of the University.

- (a) “Partners” two persons are partners if they have lived together for at least one year and have a close personal relationship that is of primary importance in both persons’ lives; and
- (b) “Relatives” two persons are relatives if they are related by blood, marriage or adoption.

8.2 Conflict of Interest Examples

Without restricting the generality of the foregoing definition and solely in order to illustrate kinds of Conflicts of Interest that may arise in the context of the University, the following are or may be considered Conflicts of Interest:

- (a) having a personal interest either directly or indirectly in the outcome of deliberations of the Board;
- ~~(b)~~ (b) having a personal interest, either directly or indirectly, or being a party to ~~in~~ a contract, transaction, or proposed contract to be entered into by the University;
- ~~(b)(c)~~ (c) being a member of the Board of Directors or senior management of a corporation, institution or body, whether public or private, which is a party to a contract, transaction, or proposed contract to be entered into by the University;
- ~~(c)(d)~~ (d) being a member of the Board of Directors or senior management of a corporation, institution or body, whether public or private, whose interests may be in competition with those of the University;
- ~~(d)(e)~~ (e) accepting gifts , gratuities or favours from a firm or corporation engaged in or wishing to engage in transactions with the University, except in the case of customary gifts of a purely nominal value; and
- ~~(e)(f)~~ (f) seeking employment with the University for oneself, a partner or relative.

8.3 Conflict of Interest Procedures

- (a) Board members who are considering engaging in activities that may represent a Conflict of Interest with respect to their role on the Board of Governors must seek approval from the Board Chair prior to engaging in such activities.
- (b) In the event that it is uncertain whether a matter is a Conflict of Interest the Secretary shall convoke a committee, comprised of the Chair of the Board of Governors or designate, the Chair of the Audit Committee and the Secretary, to consider the matter. The committee shall determine what, if any, action should be taken by the member or by the Board, in order to deal with the matter.
- (c) A member of the Board who has or believes he or she has a Conflict of Interest shall:

- i Declare to the Chair of the Board or the Secretary of the Board the Conflict of Interest as soon as possible, and no later than the meeting at which the matter is being considered, if applicable;
- ii Refrain from taking part in any discussion or decision related to the matter, in the case of financial Conflict of Interest;
- iii Participate in the discussion and vote on the matter in the case of a non-financial Conflict of Interest, unless two-thirds of the Board members who have not declared such an interest decide otherwise;
- iv Withdraw from the Board meeting at which the matter is being discussed if required to do so by a majority of the members of the Board present at the meeting, or if the member in his or her discretion wishes to do so;

(d) The Secretary shall note in the minutes the declaration of interest and the refrain, participation, withdrawal, or recusal of the Board member.

8.4 Failure to Declare a Conflict

If a Board member fails to declare a Conflict of Interest where there is a perceived conflict the Board Chair or Vice Chair will bring the matter to the board member's attention. The Chair may ask that the board member declare the Conflict of Interest and/or absent him/herself from the discussion and/or refrain from voting on the matter which elicited the Conflict of Interest. The Chair may also request full disclosure in writing of the Board member's relevant interests and/or an explanation that no Conflict of Interest exists.

8.5 Effect of Disclosure

A member of the Board who has declared his or her interest in a contract or transaction or a proposed contract or transaction and who has not voted in respect thereof, shall not be accountable to the University, or its creditors, for any profit realized from the contract and the contract is not voidable by reason only of such member holding that office or of the fiduciary relationship established thereby.

8.6 Gifts

If a member of the Board or an Officer of the University receives a gift in his or her capacity as such, with a value greater than \$250.00, he or she shall either return the gift or make it over to the University; provided that the foregoing shall not apply to:

~~(d)~~(e) gifts presented from the Board or the University or any organization of the University;

~~(e)~~(f) hospitality extended between all or some of such Board members and officers of the University; or

~~(f)~~(g) hospitality approved by the President (in the case of hospitality extended to an Officer of the University other than the President) or by the Chair (in the case of hospitality extended to a Board Member including the President), or the Vice Chair, in the case of hospitality extended to the Chair)

8.7 Business Dealings with Ryerson

Board members shall inform the Secretary annually of direct or indirect business dealings with Ryerson.

**Article 9
CONFIDENTIALITY AT BOARD MEETINGS HELD IN CAMERA**

9.1 Adoption of Confidential Agenda

The first item of business in the *in camera* session of any meeting of the Board shall be a ruling by the Chair that all matters described on the *in camera* agenda are appropriate to be discussed *in camera*. Any member of the Board shall be free to challenge the ruling of the Chair on such a matter, in accordance with the Rules of Order; provided that any discussion of that matter will be of a general nature and shall not disclose any confidential matters. In the event that the Board overrules the Chair on such matter, the matter may be dealt with at the same meeting of the Board in a general session or at a subsequent general meeting of the Board or withdrawn, as the Chair directs.

9.2 Language to be Read

Following the ruling of the Chair referred to in Section 9.1 and the completion of any vote resulting therefrom, and provided that there continue to be matters to be discussed in the *in camera* session, the Chair shall remind those present of their obligations in respect to confidentiality, by reading the following conditions:

“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.”

9.3 Failure to Leave Meeting

Should anyone present declare an intention of non-compliance with the conditions of confidentiality and refuse to leave the room when requested to do so, the Chair shall, subject to a resolution of the Board supported by a majority vote: (i) inform the offending individual that, pending assurance to the effect that henceforth such individual shall abide by the rules of the Board in respect to the confidentiality of information, such individual shall be barred from attendance at any meeting of the Board at which business of a confidential nature will be dealt with and shall not be sent any notices or material in respect to them; or (ii) adjourn the meeting, after having informed Board members that it will be reconvened at a time and place of which the offending individual will not be notified. For greater certainty, the provisions of this Section 9.3 shall apply equally to Board members and non-Board members.

9.4 Confidentiality of *In Camera* Session

Members of the Board shall observe strictly the confidential nature of business dealt with in *in camera* sessions and it shall be their responsibility to ensure that such information is not divulged to or discussed with anyone except as provided for in the conditions set out in Section 9.2.

Article 10 APPOINTMENT OF A CHANCELLOR

10.1 Chancellor

In accordance with the provisions of the Ryerson University Act, the University shall have a Chancellor who will be an ex-officio member of the Board but who will not be the President. The Chancellor shall be the titular head of the University and shall confer all degrees, honorary degrees, diplomas and certificates. In addition, the Chancellor shall perform such other duties which the Chancellor has agreed to perform.

10.2 Term of Office

The Chancellor shall be appointed for a term and until his or her successor is appointed. The term of office of the Chancellor shall be three years. An

individual holding the Office of Chancellor may be appointed to a second consecutive term.

10.3 Procedure to Select a New Chancellor

In order to select a new Chancellor, the Chair shall strike a Search Committee with a mandate to identify individuals to serve as Chancellor and to recommend to the Board for appointment one or more such individuals. The Search Committee will be comprised of:

- (a) the President, who shall chair the Committee;
- (b) three members of the Board, appointed by the Board; and
- (c) three members of the Senate, appointed by the Senate.

10.4 Commencement of Term of Office

The appointment of a new Chancellor will take effect upon a date determined by the Board.

10.5 Vacancy Prior to End of Term

In the event that a vacancy arises in the office of the Chancellor prior to the expiry of the individual's term of office (due to resignation, death or removal of the individual holding the office of Chancellor or for any other reason), the Board shall fill such vacancy in the manner contemplated by Section 10.3 but the process shall commence at the first Board meeting following the creation of the vacancy or if it is publicly known that a vacancy will arise, at the first Board meeting after it is so known.

10.6 Vice Chancellor

The President is, by virtue of his or her office, the Vice Chancellor of the University and, in the absence of the Chancellor or when that office is vacant, the Vice Chancellor shall act in the Chancellor's place.

Article 11

CHAIR AND VICE CHAIR OF THE BOARD

11.1 Chair and Vice Chair

- (a) The Board shall elect a Chair from among the members appointed or elected under Sections 4(1)(b), (c) and (g) of the Ryerson University Act. The Chair shall, when present, preside at all meetings of the Board, shall sign such documents as may require his or her signature in accordance with the By-Laws or by resolution of the Board, and shall have such powers and duties as may be delegated and assigned to him or her by By-Law or by resolution of the Board.

- (b) The Board shall elect a Vice Chair from among the members appointed or elected under Sections 4(1)(b), (c) and (g) of the Ryerson University Act. The Vice Chair shall act as, and have all the powers of and perform the duties of, the Chair in the event of the absence or inability to act of the Chair and shall also have such other powers and duties as may be delegated and assigned to him or her by By-Law or by resolution of the Board.

11.2

Term of Office of Chair

The term of office for the position of Chair is three years and shall commence at the conclusion of the Board's regular meeting held in the month of May.

Re-election of Chair

An individual shall be eligible for re-election as Chair provided that the maximum consecutive number of years during which an individual may hold the office of Chair (excluding any time during which a person held such office pursuant to Section 11.5) shall be six years.

11.3 Eligibility of Vice Chair

An individual holding the office of Vice Chair shall be eligible for election as Chair, but shall not automatically succeed to the office of Chair, except as otherwise set forth in Section 11.5.

11.4 Vacancy in Office of Chair

In the event that:

- (a) the individual holding the office of Chair ceases to be a member of the Board;
- (b) the individual holding the office of Chair resigns from the office of Chair; or
- (c) the office of Chair otherwise becomes vacant prior to expiration of the term for which the individual holding the office of Chair was elected,

the individual holding the office of Vice Chair shall succeed to the office of Chair but only for so long as it shall take to conduct an election for Chair and the duly elected successor to take office, all as contemplated by Section 12.7.

11.5 Interim Vice Chair

If the individual holding the office of Vice Chair shall succeed to the office of Chair pursuant to the provisions of Section 11.5, he or she may appoint one of the members appointed or elected under Sections 4(1)(b), (c) and (g) of the Ryerson University Act to act as Vice Chair but only for so long as it shall take to conduct an election for Chair and the duly elected successor to take office.

11.6 Temporary Vacancy in Office of Vice Chair

In the event that the individual holding the office of Vice Chair becomes interim Chair, the post of Vice Chair shall not be considered vacant by reason of his or her interim service as Chair, and unless his or her term as Vice Chair is terminated for any other reason, his or her term as Vice Chair shall be deemed to continue uninterrupted notwithstanding these interim arrangements until he or she is elected Chair pursuant to Section 12.7, if ever.

11.7 Term of Office of Vice Chair

The term of office for the position of Vice Chair is three years and shall commence at the conclusion of the Board's regular meeting held in the month of June.

11.8 Re-election of Vice Chair

An individual holding the office of Vice Chair shall be eligible for re-election as Vice Chair provided that the maximum consecutive number of years during which a person may hold the office of Vice Chair (excluding any time during which a person held such office pursuant to Section 11.7 or 11.10) shall be six years.

11.9 Vacancy in Office of Vice Chair

In the event that:

- (a) the individual holding the office of Vice Chair ceases to be a member of the Board;
- (b) the individual holding the office of Vice Chair resigns from the office of Vice Chair; or
- (c) the office of Vice Chair otherwise becomes vacant prior to expiration of the term for which the person holding the office of Vice Chair was elected (other than in the circumstances contemplated by Section 11.7),

then the Chair may appoint an individual to hold the office of Vice Chair from among the members appointed or elected under Sections 4(1)(b), (c) and (g) of the Ryerson University Act to serve but only for so long as it shall take to conduct an election for Vice Chair and the duly elected successor to take office, all as contemplated by Section 12.7.

11.10 Acclamation

For the purposes of Articles 11 and 12, any reference to election is to be construed as including election by acclamation.

11.11 Acting Chair of Meeting

In the absence of both the Chair and Vice Chair from a meeting of the Board, the members of the Board present shall appoint from among those members appointed or elected under Sections 4(1)(b), (c) and (g) of the Ryerson University Act a member to act as Chair and the member so appointed shall act as and have all the powers of the Chair for the purpose of the meeting.

11.12 Eligibility

For greater certainty, but subject to the provisions of Sections 11.5(a) and 11.10(a), an individual shall be eligible for election as Chair or Vice Chair even if his or her remaining term of office as a member of the Board is of shorter duration than the term of the office then being filled.

Article 12 PROCEDURE FOR ELECTION OF CHAIR AND VICE CHAIR

12.1 Opening of Nominations for Chair Prior to Expiry of Term

The Secretary shall declare nominations to be open to fill the position of Chair at the regular Board meeting held in the month of April every three years. Nominations for the position of Chair shall be accepted by the Secretary at a specified time at the next following regular Board meeting held in the month of May (each, a “**Chair Nomination Time**”).

12.2 Opening of Nominations for Vice Chair Prior to Expiry of Term

The Secretary shall declare nominations to be open to fill the position of Vice Chair at the regular Board meeting held in the month of May every three years. Nominations for the position of Vice Chair shall be accepted by the Secretary at the next following regular Board meeting held in the month of June at a specified time; provided that such time shall be after the election of the Chair (each, a “**Vice Chair Nomination Time**”).

12.3 Nomination Requirements

No nomination for the position of Chair or Vice Chair may be accepted by the Secretary during the Chair Nomination Time or Vice Chair Nomination time, as the case may be, unless the nomination is:

- (a) made in writing by three or more Board members; and
- (b) preceded, accompanied or immediately followed by the consent to such nomination, either orally or in writing, from the individual nominated.

Notwithstanding that an incumbent is eligible for re-election, an incumbent may nominate or second the nomination of another member of the Board for such office, but no person may nominate himself or herself.

12.4 Close of Nominations

At the conclusion of the Chair Nomination Time or Vice Chair Nomination Time, as the case may be, the Secretary shall declare nominations for such office closed. If:

- (a) not more than one nomination for such office has been accepted by the Secretary during such Nomination Time, the Secretary shall declare the person whose nomination has been accepted to be duly elected; or
- (b) more than one nomination for such office has been accepted by the Secretary during such Nomination Time, the Chair or Vice Chair nominee shall be elected by ballot immediately following such Nomination Time in the manner hereinafter specified.

12.5 Ballots

- (a) Where an election is required to be held pursuant to Section 12.4(b), the Secretary shall distribute ballots initialled by the Secretary to all of those Board members present and eligible to vote.
- (b) The Secretary shall invite each Board member present and eligible to vote to complete the ballot; to then fold the ballot in a manner in which the confidentiality of the Board member's intention is maintained; and to then return the ballot to the Secretary; following which the ballots shall immediately be tabulated. Each candidate shall be entitled to have a scrutineer present at the time of such tabulation.
- (c) Once tabulated, the Secretary shall announce to the Board members the name of the candidate having the greatest number of ballots cast in his or her favour.
- (d) The Secretary shall keep all ballots for 14 days from the day on which the result was announced during which period the ballots may be examined by any member of the Board on application to the Secretary. On the 15th day following the day on which the result was announced, the Secretary shall destroy the ballots.

12.6 Eligibility to Vote

All duly appointed, elected and ex-officio members of the Board, including the Chair and Vice Chair, are eligible to vote on an election to fill the office of the Chair or Vice Chair.

12.7 Vacancies

- (a) In the event that a vacancy arises in the position of Chair or Vice Chair prior to the end of the office holder's three year term of office as a result of (i) the removal or death of the incumbent (ii) the resignation of the incumbent prior to the expiry of his or her term of office; or (iii) the incumbent ceasing to be a Board member, the nomination and election procedures set out in Sections 12.1 or 12.2, as the case may be, and Sections 12.3 to 12.6 shall be followed but shall be commenced at the next Board meeting following the creation of such vacancy.
- (b) The individual so elected to fill any such vacancy shall be elected to fill the balance of the unexpired term of office of his or her predecessor and shall take office at the expiry of the meeting at which he or she was so elected.
- (c) In the event that the offices of Chair and Vice Chair are at the same time vacant, the procedures described in this Article 12 shall not be commenced simultaneously but rather they shall first be commenced to fill the office of Chair and, at the next following meeting, commenced again to fill the office of Vice Chair for the express purpose of permitting any unsuccessful candidate for the office of Chair, who so wishes, to subsequently be a candidate for the office of Vice Chair.

Article 13 PRESIDENT

13.1 President

- (a) In accordance with the provisions of the Ryerson University Act, the University shall have a President who will be an ex-officio member of the Board.
- (b) The President shall be appointed by the Board.
- (c) The President shall be the chief executive officer of the University and shall be accountable to the Board.
- (d) The President shall have responsibility and authority for the implementation, supervision and direction of the educational policy, general administration and property of the University, including:
 - (i) changes in curricula which have been approved by the Senate of the University, establishment of new programs and courses which have been recommended by the Senate of the University and approved by the Board, and such other matters as in his or her opinion are necessary or advisable to meet the objectives and purposes of the University as defined in the Ryerson University Act;
 - (ii) administrative policy and physical resources; and

- (iii) the appointment, classification, promotion, suspension, transfer, removal, acceptance of resignations and granting of unpaid leaves and absence and sabbaticals of members of the Administrative Staff and the Teaching Faculty, the determination of their salaries or remuneration and their duties, qualifications and tenure of office or employment with respect to such matters;

provided that all actions taken and decisions made by the President in respect of such matters shall be in accordance with the Ryerson University Act, the University's then approved budget and staffing complement, agreements to which the University is a party and any resolution of the Board.

- (e) The President shall provide or cause to be provided to the Board as a whole, or to individual Board members, as appropriate, all information regarding the affairs of the University requested by them and all related materials, provided that in the event that the President considers the request unreasonable, impractical, or that reasonable notice was not given, he or she shall refer the matter to the Board for decision.

13.2 Term of Office

The initial term of office of the President shall be five years. An individual holding the office of President is eligible to serve additional terms of no longer than five years upon being so appointed by the Board. The Board shall be entitled to extend a term, with the agreement of the individual holding the office of President, for a limited period of time to avoid a vacancy in the office occurring prior to the arrival of such individual's successor, or for any other reason determined by the Board to be in the best interests of the University.

13.3 Procedure to Appoint President at End of Term

In the event that an individual holding the office of President is not re-appointed for a further term of office on or before that date which is eighteen months prior to the last day of his or her term as President (because such individual does not wish to, or is not eligible to serve a further term or for any other reason), the Chair shall strike a Presidential Search Committee with a mandate to identify individuals to serve as President upon the completion of the existing President's term of office and to recommend to the Board the appointment of one or more of such individuals. Each Presidential Search Committee will be comprised of:

- (a) the Chair, who shall chair such Committee;
- (b) the Vice Chair;
- (c) seven other members of the Board, appointed by the Board; and
- (d) four members of the Senate, appointed by the Senate,

it being the intention that each Presidential Search Committee once formed will be comprised of one or more members of the Administrative Staff, Alumni, Teaching Faculty and Students. In the event that an individual appointed pursuant to Section 13.3(c) or (d) to a Presidential Search Committee resigns, such individual shall be replaced by another member of the Board or Senate appointed pursuant to Section 13.3(c) or (d), as the case may be. In the event that an individual appointed pursuant to Section 13.3(c) or (d) to a Presidential Search Committee ceases to be a member of the Board or the Senate, such individual shall be replaced by another member of the Board or Senate appointed pursuant to Section 13.3(c) or (d), as the case may be, unless the Board or the Senate, as the case may be, passes a resolution to continue the individual as a member of the Presidential Search Committee. Similarly, in the event that an individual appointed pursuant to Section 13(a) or (b) to a Presidential Search Committee ceases to hold the position of Chair or Vice-Chair, such individual shall be replaced by the newly appointed Chair or Vice-Chair, as the case may be, unless the Board passes a resolution to extend the term of such individual on the Presidential Search Committee.

13.4 Commencement of Term of Office

The appointment of a new President will take effect upon the expiration of the existing President's term.

13.5 Annual Review

The Chair and Vice Chair of the Board shall undertake an annual performance review of the President, the results of such review to be reported to the Audit Committee acting for these purposes as the compensation committee of the Board.

13.6 Reappointment

No later than one year prior to the end of a President's term, the Board shall in *in camera* session with Board members only present, consider the reappointment of the President. The Board shall take into account the results of the Annual Reviews. If there are consistently positive Annual Reviews the Board may reappoint the President without any further review. However, the Board may decide to seek input on the performance of the President from the University community through the appointment of a Presidential Advisory Review Committee. Should such a committee be established, the Board shall be free to accept or reject its recommendations.

The Board shall approve Guidelines for the Presidential Advisory Review Committee. Such Guidelines shall govern the conduct of the Review including the reporting deadline.

13.7 Temporary Inaccessibility

Where the President is inaccessible or otherwise unable to exercise his powers and duties, the Provost and Vice President Academic, and in the absence of both of

them, the Vice President Administration and Operations, and in the absence of all of them, an employee of the University appointed by the President or Acting President, as the case may be, shall be the Acting President. The simultaneous absence or inaccessibility for more than one day of the President and the Provost and Vice President Academic, and the Vice President Administration and Operations shall be regarded as an undesirable and unusual circumstance which will result only from some emergency.

13.8 Vacancy Prior to End of Term

In the event that a vacancy arises in the office of the President prior to the expiry of the individual's term of office (due to resignation, death or removal of the individual holding the office of President or for any other reason), and the Board determines, having regard to the length of the unexpired term of such office, to fill such vacancy, the vacancy shall be filled in such manner as the Board determines is in the best interests of the University including, if the Board deems it appropriate, by striking a Presidential Search Committee pursuant to Section 13.3. The Board may, pending the appointment of a President, make such provision for the exercise of the power and discharge of the duties of the President as it may deem advisable.

Article 14 OFFICERS OF THE UNIVERSITY

14.1 Provost and Vice President Academic

The President shall recommend to the Board the appointment of a Provost and Vice President Academic. The University's chief academic officer, with responsibilities for the budget and planning, the Provost shall report to the President and shall be responsible to the President for development, implementation, supervision, and direction of the educational and research policy of the University, for making recommendations to the President on all related matters including change in curricula, establishment of new programs, courses and student affairs and such other matters as in his or her opinion are necessary or advisable to meet the educational objectives and purposes of the University as defined in the Ryerson University Act.

14.2 Vice President Administration and Operations

The President shall recommend to the Board the appointment of a Vice President Administration and Operations who shall report to the President and shall be responsible to the President for computing, administration and physical resources of the University. In addition the Vice President Administration and Operations shall be responsible for human resources policy with respect to staff and for equity, discrimination and harassment prevention, environmental health, safety and security management for the University.

14.3 Secretary of the Board

The President shall recommend to the Board the appointment of a Secretary of the Board who shall be responsible to the Board, and who shall have the duties and responsibilities as designated by the Board in the By-Laws or otherwise, including issuing or causing to be issued notices for all meetings of the Board. The Secretary shall have charge of the ~~C~~orporate ~~S~~seal, books and records of the Board and shall sign with other officers of the University such instruments as require his or her signature and shall keep or cause to be kept a record of all documents so executed.

14.4 Other Officers of the University

The Board may appoint such other Officers of the University as the Board may deem necessary or advisable and such Officers of the University shall have such authority, and perform such duties as from time to time shall be prescribed by the Board. All such officers of the University shall be appointed to serve at the pleasure of the Board, with such limited or indefinite terms as the Board may determine at the time of the appointment.

14.5 Other Officers of the University

Subject to the provisions of Section 13.1(c), the President shall be authorized from time to time to designate a title or titles to one or more senior employees of the University provided that:

- (a) no such individual shall be or shall be deemed to be an Officer of the University for the purposes of the By-Laws or the Ryerson University Act; and
- (b) no such title shall include the title of “President” or any of the titles of the officers of the University described in or created pursuant to this Article 14 but, for greater certainty, may include the title of “Vice President”.

14.6 General

For greater certainty, none of the ~~O~~fficers of the University appointed pursuant to this Article 14 shall be members of the Board.

Article 15 COMMITTEES

15.1 General Definition

The Committees constituted by the Board shall be either:

- (a) Standing Committees, being those Committees whose duties will normally be continuous, and whose membership consists entirely of Board members and which shall be: a ~~Governance~~ ~~Executive~~ Committee, an Audit Committee, a Negotiation

Committee, a Finance Committee, and an Employee Relations and Pension Committee; or

- (b) Special Committees, being those Committees appointed with specific duties and responsibilities which may be of a non-recurrent nature, may require particular and specialized expertise or whose powers may expire with the completion of a particular task assigned, and which may include in their membership one or more persons who are not Board members, provided that a majority of every such special Committee shall be members of the Board.

15.2 Duties and Responsibilities

- (a) The functions, duties, responsibilities and powers of any Committee established by By-Law or resolution of the Board shall be as defined in such By-Law or resolution.
- (b) Save and except as otherwise herein provided, the chair, vice chair, and members of any Committee shall be appointed by resolution of the Board.
- (c) No decision of a Committee that includes in its membership persons who are not members of the Board is effective until approved and ratified by the Board.

15.3 Minutes

The Secretary shall use his or her best efforts to cause minutes of each Committee meeting to be circulated to Committee members by or prior to the next regularly scheduled meeting of that Committee; provided that the Secretary may excise from such circulated minutes those sections which relate to the *in camera* portion of a meeting which the chair and secretary of such Committee determine should not then be so circulated because the disclosure of such portion at such time could be prejudicial to an individual or the best interests of the University.

15.4 Chair's Report

The chair of each Committee shall, save and except as otherwise herein provided, submit a report of the proceedings of each meeting of the Committee of which he or she is chair at the regular meeting of the Board next following each such meeting and such report may take the form of minutes of the meeting of such Committee or a written report.

15.5 Ex-Officio Members

- (a) The Chair and Vice Chair of the Board shall be ex-officio members of all Committees of the Board. As provided by the Ryerson University Act, the President shall be a member of every Committee established by the Board unless excluded by a By-Law or a resolution of the Board.

- (b) The President may designate an Officer of the University to represent him or her on any Committee of which he or she is a member and such designate shall act in the place and stead of the President on such Committee. Such individual designated by the President to represent him or her on a Committee shall, for the purposes of Sections 5(2) and (5) of the Ryerson University Act and for the purposes of Section 15.1, be deemed to be a member of the Board.
- (c) A designation by the President pursuant to Section 15.5(b) shall take the form of a letter (each a “**Designation Letter**”) to the Secretary signed by the President designating the Officer of the University who shall represent him or her on such Committee and the period of time during which such individual shall represent the President on such Committee shall be as stated in such letter, if known. The President shall be entitled to revoke a Designation Letter at any time by sending a letter to the Secretary to that effect and upon doing so the President shall assume his or her rights and responsibilities as a member of such Committee until the President again delivers such a Designation Letter and so on from time to time.

15.6 Membership

- (a) Membership in Committees is approved by the Board.
- (b) Except as otherwise provided in these By-Laws, each Committee shall consist of such number of members as the Board appoints, and the ex-officio members of the Committee. In appointing Committee members Board members’ interest and willingness to serve on, and serve as a chair or vice chair of, any of the Committees of the Board shall be taken into consideration.
- (c) The Chair and Vice Chair of the Board shall propose membership to the ~~Governance~~~~Executive~~ Committee which shall prepare a report to the Board recommending membership of all Standing Committees, Special Committees, the chair and the vice chair of the Audit Committee, the Finance Committee, and Employee Relations and Pensions Committees.
- (d) Where a vacancy arises on a Committee, the Board may fill the vacancy by following the procedures set forth in Section 15.6(a), (b) and (c) to fill the vacancy or, having regard to the length of the unexpired term of office of the vacated committee member and the business to be conducted by the Board, it may wait and fill the vacancy when the Standing Committees are next reconstituted.

15.7 Committee Regulations

The provisions of Sections 7.9, 7.10, 7.11, 7.17 and 7.18 and Articles 8 and 9 shall apply to meetings of Committees and all references therein to Board members, the Board, the Chair, the Secretary and similar Board terminology shall be deemed to be references to Committee members, the Committee chair, the secretary of the Committee and similar Committee terminology, *mutatis mutandis*. In addition, every Committee, unless otherwise specifically provided for in the By-Laws, or in

the resolution of the Board by which it is constituted, shall be subject to the following regulations:

- (a) All members of Committees, other than ex-officio members of the Committee, shall hold office at the pleasure of the Board. Vacancies occurring in the membership of a Committee shall be filled by the Board at the next meeting of the Board after such vacancies occur, or as soon thereafter as may be convenient, but notwithstanding such vacancies, the remaining members of the Committee shall have authority to exercise the full powers of the Committee, providing that a quorum of such Committee remains in office.
- (b) Meetings shall be held at the call of the chair of the Committee, or, in his or her absence or inability or unwillingness to act, at the call of the vice chair of the Committee, or in case of the absence, inability, or unwillingness to act of both, may be held at the call of any two members of the Committee, and shall be held at such places and at such times as the Committee chair or vice chair or members of the Committee, respectively, may appoint.
- (c) Notice of the date, time and place of each meeting shall be sent by the secretary of the Committee to each member of the Board at his or her address as it appears in the records of the Board at least 48 hours before the time appointed for holding such meeting; provided that, for greater certainty, meetings of the Audit Committee and Negotiations Committee shall be open only to their respective members and those other individuals specifically invited to attend by such Committee. Each notice of meeting shall, whenever possible, be accompanied by the agenda for such meeting.
- (d) A meeting may also be held at any time and at any place within the Province of Ontario without notice, if all the members of the Committee are present and consent thereto, or if, either before or after the meeting is held, those absent signify in writing their consent to the meeting being held in their absence.
- (e) The chair of the Committee shall preside at meetings and, in his or her absence, the vice chair of the Committee shall preside. If both the chair and the vice chair of the Committee are absent, the members present shall appoint one of the members as acting chair to preside at the meeting.
- (f) One half of the members of a Committee shall constitute a quorum. Each member of a Committee, including, for greater certainty, ex-officio members, shall be entitled to vote.
- (g) A record shall be kept of the proceedings of every meeting of each Committee by the secretary of the Committee.
- (h) The Secretary of the Board shall act as secretary of each such Committee, or shall appoint a person to so act. Notice of all meetings shall be given only by the secretary of the Committee.

- (i) Meetings of Committees may take place by teleconference and votes cast by a member participating in the meeting by telephone have the same effect as votes cast by members present at the meeting.

Article 16

THE ~~EXECUTIVE~~ GOVERNANCE COMMITTEE

16.1 Composition

The ~~Governance~~Executive Committee shall be comprised of at least the following Board members: the Chair of the Board, the Vice Chair of the Board, the President, the chair of the Audit Committee, the chair of the Finance Committee, the chair of the Employee Relations and Pensions Committee and provided his or her constituency shall not be already represented by the chair of one of the said Committees, one member of the Board who is a member of the Alumni, one member of the Board who is a member of the Teaching Faculty, one member of the Board who is a member of the Administrative Staff, one member of the Board who is a Student and one member of the Board appointed to the Board under either Section 4(1)(b) or (g) of the Ryerson University Act.

16.2 Chair and Vice Chair

~~The individual who holds the position of Vice Chair of the Board shall be chair of the Executive Committee and the individual who holds the position of Chair of the Board shall be vice chair. The Board shall select Board members to serve as Chair and Vice Chair of the Governance Committee.~~

The ~~Governance~~Executive Committee shall

- (a) ~~subject to the limits described further below in 16.4, act for and on behalf of the Board when necessary in the intervals between meetings of the Board;~~
- (b) consider, assess and recommend to the Board any necessary or desirable changes, deletions or additions in, from or to the By-Laws;
- (c) recommend to the Board appointments to the Board under articles 4 and 5 of the By-Laws;
- (d) recommend to the Board membership in Committees under article 15.3 of the By-Laws;
- (e) review and, from time to time, recommend changes and improvements in such other matters to enhance the governance practices of the Board, including, but not limited to, Board member recruitment, orientation, evaluations, succession-planning, education and Committee mandates and composition.

~~17.0~~ Powers

AUDIT COMMITTEE

~~19.1~~17.1 Composition

The Audit Committee shall be comprised of the Chair and Vice Chair of the Board and up to five members appointed by the Board from among the members elected or appointed to the Board under Section 4(1)(b), (c) or (g) of the Ryerson University Act. In accordance with Section 5(3) of the Ryerson University Act, the President shall be excluded from Audit Committee membership but may attend meetings of the Audit Committee at the invitation of the Chair.

~~19.2~~17.2 Chair and Vice Chair

The Board shall select the Board members to serve as Chair and Vice Chair of the Audit Committee in the manner contemplated by Section 15.6.

~~19.3~~17.3 Mandate

The Audit Committee shall:

- (a) liaise with the University's external auditors to review annually, or more often as considered necessary or desirable, the terms of reference and results of the annual financial audit and recommend to the Board such revisions and improvements in procedures or practice as may from time to time appear warranted;
- (b) liaise with the University's internal auditors to review annually, or more often as considered necessary or desirable, the terms of reference and results of the internal audits and recommend to the Board such revisions and improvements in procedures or practice as may from time to time appear warranted; and
- (c) conduct an annual employee review and set compensation for the President and receive the annual reviews of the Provost and Vice President Academic, Vice President Administration and Operations, Vice President University Advancement and Alumni Relations, Vice President Research and Innovation and General Counsel and Secretary of the Board of the University conducted by the President and, upon the recommendations of the President, set their compensation, in each case, in accordance with such processes as have been approved by the Board from time to time.

~~Article 20~~Article 18

EMPLOYEE RELATIONS AND PENSIONS COMMITTEE

~~20.1~~18.1 Composition

The Employee Relations and Pensions Committee shall be comprised of the Chair and Vice Chair of the Board, the President, at least two members of the Board appointed under either Section 4(1)(b) or (g) of the Ryerson University Act, one

member of the Board who is a member of the Alumni, one member of the Board who is a member of the Teaching Faculty, one member of the Board who is a member of the Administrative Staff and one member of the Board who is a Student.

~~20.2~~18.2 **Chair and Vice Chair**

The Board shall select the Board members to serve as chair and vice chair of the Employee Relations and Pensions Committee in the manner contemplated by Section 15.6; provided that the President shall not be eligible to serve in either capacity.

~~20.3~~18.3 **Mandate**

The Employee Relations and Pensions Committee shall review and, from time to time, recommend changes and improvements in the Ryerson Retirement Pension Plan or make any decision or take any action related to the Plan as has been so delegated to that Committee by resolution of the Board, and shall consider and make recommendations to the Board on all matters respecting employee relations except negotiations.

~~20.4~~18.4 **Delegation**

The delegation to the Employee Relations and Pensions Committee of the matters described in i) The Employee Relations and Pensions Committee Terms of Reference Regarding the Ryerson Retirement Pension Plan; and ii) The Employee Relations and Pensions Committee Summary of Delegated Roles and Responsibilities in the Governance of the Ryerson Retirement Pension Plan, is hereby confirmed.

~~Article 21~~Article 19 **FINANCE COMMITTEE**

~~21.1~~19.1 **Composition**

The Finance Committee shall be comprised of the Chair of the Board, the Vice Chair of the Board, the President, at least two members of the Board appointed under either Section 4(1)(b) or (g) of the Ryerson University Act, one member of the Board who is a member of the Alumni, one member of the Board who is a member of the Teaching Faculty, one member of the Board who is a member of the Administrative Staff and one member of the Board who is a Student.

~~21.2~~19.2 **Chair and Vice Chair**

The Board shall select Board members to serve as chair and vice chair of the Finance Committee in the manner contemplated by Section 15.6; provided that the President shall not be eligible to serve in either capacity.

~~21.3~~19.3 **Mandate**

The Finance Committee shall have responsibility to consider and make recommendations to the Board on all matters related to the fiscal policy, revenue and expenditures, physical plant and purchases of real and personal property of the University.

~~Article 22~~Article 20

NEGOTIATIONS COMMITTEE

~~22.1~~20.1 **Composition**

The Negotiations Committee shall be comprised of the Chair of the Board, the Vice Chair of the Board, the President and four members of the Board, excluding individuals who are members of the Teaching Faculty or the Administrative Staff but including one member who is a Student.

~~22.2~~20.2 **Chair and Vice Chair**

The individual holding the position of Chair shall be the Chair of the Negotiations Committee and the individual holding the position of Vice Chair shall be the Vice Chair of the Negotiations Committee.

~~22.3~~20.3 **Mandate**

The Negotiations Committee shall establish negotiating parameters and guidelines respecting all matters to be negotiated on behalf of the Board in respect of any collective agreement to which the University, as employer, is or may become a party.

~~Article 23~~Article 21

PROTECTION OF MEMBERS AND OFFICERS OF THE UNIVERSITY

~~23.1~~21.1 **Limitation on Liability**

Except as otherwise provided in the Act, no Member of the Board or Officer of the University for the time being shall be liable for the acts, receipts, neglects or defaults of any other Member of the Board or officer of the University or employee or for joining in any receipt or act for conformity or for any loss, damage or expense happening to the University through the insufficiency or deficiency of title to any property acquired by the University or for or on behalf of the University or for the insufficiency or deficiency of any security in or upon which any of the moneys of or belonging to the University shall be placed out or invested or for any loss or damage arising from the bankruptcy, insolvency or tortious act of any person including any person with whom any moneys, securities or effects shall be lodged or deposited or for any loss, conversion, misapplication or misappropriation of or any damage resulting from any dealings with any moneys, securities or other assets belonging to the University or for any loss, damage or misfortune which may

happen in the execution of the duties of the Member of the Board's or Officer of the University's respective office or trust or in relation thereto unless the same shall happen by or through the Member of the Board's or Officer of the University's own wilful act, neglect or default.

~~23.221.2~~ **Indemnification**

Every member and Officer of the University shall be deemed to have assumed office on the express understanding and condition and with agreement on the part of the Board that every member and Officer of the University and his or her heirs, executors and administrators respectively, shall from time to time and at all times, be indemnified and saved harmless out of the funds of the University from and against:

- (a) all costs, charges and expenses whatsoever, including an award of damages, which such member or officer of the University sustains or incurs in or about any action, suit or proceeding which is threatened, brought, commenced or prosecuted against him or her, for or in respect of any act, deed, matter or thing whatsoever, made, done or permitted by him or her, in or about the bona fide execution of the duties of his or her office; and
- (b) all other costs, charges and expenses sustained or incurred by him or her in or about or in relation to the bona fide execution of the duties of his or her office;

save and except such costs, charges or expenses, as are occasioned by his or her own wilful act, neglect, default, dishonesty or otherwise arising in bad faith.

~~23.321.3~~ **Insurance**

Subject to the Act and all other relevant legislation, the University may purchase and maintain insurance for Board members and Officers of the University against any liability incurred by any Board member or Officer of the University, in the capacity as a Board member or Officer of the University, except where the liability relates to the person's failure to act honestly and in good faith with a view to the best interests of the University.

~~Article 24~~Article 22 **CORPORATE SEAL**

~~24.122.1~~ **Corporate Seal**

There shall be a ~~C~~orporate ~~S~~eal of the University, bearing the ~~name of the University~~ words, "~~Ryerson University~~", an impression whereof is stamped hereunder. The seal shall be in the custody of the Secretary of the Board.

~~24.222.2~~ Academic Seal

There shall be an academic seal of the University bearing the name of the University ~~words “Ryerson University” and an image of Egerton Ryerson~~, an impression whereof is stamped hereunder. The academic seal shall be in the custody of the Registrar.

~~24.322.3~~ Arms and Crest

The Arms and Crest, Supporters, and such Device or Badge as were assigned by the Garter, Clarenceux and Norroy and Ulster and recorded in the College of Arms, London, England in the year 1966 in response to representation on behalf of the University, shall be borne and used on seals or otherwise according to the Laws of Arms.

~~Article 25~~Article 23

EXECUTION OF DOCUMENTS

~~25.123.1~~ Signatories

Deeds, transfers, assignments, contracts, obligations, certificates and other documents (collectively “**instruments**”), may be signed on behalf of the University by any two Board members or Officers of the University, provided that they have been signed in accordance with any policy of the Board regarding the execution of instruments then in effect, and all instruments so signed shall be binding upon the University without any further authorization or formality. In addition, the Board may from time to time direct by resolution the manner in which and the person or persons by whom any particular instrument or class of instruments may or shall be signed. Any signing officer of the University so authorized to sign instruments on behalf of the University may affix the corporate seal thereto.

~~25.223.2~~ Facsimile Signatures

The signature of any individual authorized to sign on behalf of the University may, if specifically authorized by resolution of the Board, be written, printed, stamped, engraved, lithographed or otherwise mechanically reproduced. Any instrument so signed shall be as valid as if it had been signed manually, even if that individual has ceased to hold office when such instrument was so signed, issued or delivered, until revoked by resolution of the Board.

~~Article 26~~Article 24

BORROWING AND BANKING

~~26.124.1~~ General Borrowing Powers

The Board may from time to time:

- (a) borrow money on the credit of the University in such amounts, on such terms and from such persons, firms or corporations, including chartered banks, as may be determined by resolution of the Board;
- (b) make, draw and endorse promissory notes or bills of exchange;
- (c) hypothecate, pledge, charge or mortgage all or part of the property of the Board to secure any money so borrowed to fulfil the obligations incurred by it under any promissory note or bill of exchange signed, made, drawn or endorsed by it; and
- (d) issue bonds, debentures and obligations on such terms and conditions as the Board may by resolution decide and pledge or sell such bonds, debentures and obligations for such sums and at such prices as the Board may by resolution decide, and mortgage, charge, hypothecate or pledge all or any part of the property of the University to secure any such bonds, debentures and obligations.

The Board may by resolution give to Officers of the **University** all authority necessary for the purpose of any borrowing and the giving of security by the University, to such extent and in such manner as the Board may determine.

26.24.2 Banking

The banking business of the University shall be transacted with such banks, trust companies or other firms or corporations as may, from time to time, be designated by or under the authority of the Board. Such banking business or any part thereof shall be transacted under such agreements, instructions and delegations of powers as the Board may, from time to time, prescribe or authorize.

26.324.3 Authorization

Cheques drawn on the bank, trust or other similar accounts of the University, drafts drawn or accepted by the University, promissory notes given by it, acceptances, bills of exchange, orders for the payment of money and other instruments of a like nature, may be made, signed, drawn, accepted or endorsed, as the case may be, by any two of the following officers of the University, provided, however, that such officers of the University may not be the same person:

Chair
Vice Chair
President
Provost and Vice President Academic
Vice President Administration and Operations
Secretary of the Board
Chief Financial Officer

or by such officers of the University or persons as the Board may by resolution from time to time so authorize.

~~26.4~~24.4 **Account Certification**

Cheques, promissory notes, bills of exchange, orders for the payment of money and other negotiable paper may be endorsed for deposit to the credit of the University's bank account by an Officer of the University, the University's Chief Financial Officer, or by such officers of the University, person or persons, as the Board may by resolution from time to time name for that purpose, or they may be endorsed "for collection" or "for deposit" by means of a stamp bearing the University's name. Any one of such officers of the University or persons so appointed may certify all accounts between the University and the University's bankers and may receive all paid cheques and vouchers and sign all the said banker's forms of settlement of balances and releases or verification slips.

~~Article 27~~Article 25

FISCAL YEAR AND AUDIT

~~27.4~~25.1 **Records and Audit**

The Board shall cause to be kept the books, records, accounts and all other supporting documentation and records necessary to discharge its responsibilities in accordance with the Ryerson University Act and all other applicable legislation.

~~27.2~~25.2 **Fiscal Year**

The fiscal year of the University shall end on the 30th of April in each year.

~~27.3~~25.3 **Audit**

In accordance with the Ryerson University Act, at each meeting designated as the Annual Meeting, the Board shall appoint an auditor or auditors for the then current fiscal year to examine the accounts and other supporting evidence which such auditor or auditors may consider necessary to report to the Board on the financial position of the University as at the next April 30th and the results of the operation of the University for the year then ended.

~~27.4~~25.4 **Annual Report**

The auditors' report and audited Statement of Revenue and Expenses for the year ended April 30th as approved by the Board, shall be filed with the Minister of the Province of Ontario responsible for universities, as required by the Ryerson University Act.

~~Article 28~~Article 26

NOTICE

~~28.1~~26.1 **Notice**

Whenever notice is required to be given under the Act or this By-Law, notice shall be deemed to have been sufficiently given if sent in writing to the last known address of the addressee and delivered in person, sent by prepaid first class mail or sent by any electronic means of sending messages which produces a paper record to any person who has consented in writing to receive notice by such method, including electronic mail or facsimile transmission. Notice shall not be sent by mail if there is a general interruption of postal services in the place in which or to which it is mailed. Each notice so sent shall be deemed to have been received on the Business Day it was delivered or sent by electronic means or on the third Business Day after it was mailed.

~~28.2~~26.2 **Undelivered Notices**

If any notice given to a Board member pursuant to Section 27.1 is returned on two consecutive occasions because such member cannot be found, the University shall not be required to give any further notice to such member until such member informs the University in writing of the member's address.

~~28.3~~26.3 **Omission of Notice Does Not Invalidate Actions**

All actions taken at a meeting in respect of which a notice has been sent shall be valid even if:

- (a) by accident, notice was not sent to any person;
- (b) notice was not received by any person; or
- (c) there was an error in a notice that did not affect the substance of that notice.

~~28.4~~26.4 **Computation of Time**

In computing the date when notice must be given under any provision requiring a specific number of days' notice of any meeting or other event, the date of giving the notice shall be excluded and the date of the meeting or other event shall be included.

~~28.5~~26.5 **Waiver of Notice**

Any Board member, officer of the University or auditor may waive any notice required to be given under any provision of the Act, the Letters Patent, the By-Laws or otherwise and such waiver, whether given before or after the meeting or other event of which notice is required to be given, shall cure any default in giving such notice.

~~Article 29~~Article 27

ENACTMENT, AMENDMENT OR REPEAL OF EXISTING BY-LAWS

~~29.1~~27.1 Further Amendment

Any By-Law including a By-Law which purports to amend or repeal a By-Law shall be effective only if enacted at a meeting of the Board at which at least two-thirds of the then Board members are present, and if notice of intention to present such a By-Law for consideration has been given at the next preceding meeting of the Board, and all members have been given notice of such intention.

~~29.2~~27.2 Repeal

All By-Laws of the University enacted prior to the date hereof and heretofore in force are repealed.

~~29.3~~27.3 Conflict

If any By-Law is, at any time, found to be in conflict with the Ryerson University Act or the Corporations Act or applicable legislation, it shall, to the extent of such conflict, be disregarded in favour of the Ryerson University Act or the Corporations Act or applicable legislation, as the case may be, and the Secretary of the Board shall, upon discovery, prepare, for consideration by the Board, a proposed amendment, alteration or repeal of the offending By-Law which shall have the effect of removing from the By-Law anything inconsistent with either such Act.

PASSED by the Board of Governors on the 28th day of April, 2008



Sheldon Levy
President and Vice Chancellor



Julia E. Hanigsberg
General Counsel and Secretary of the Board
of Governors

DRAFT RESOLUTION

RE: Amendments to *By-Law No. 1 being the General By-Laws of Ryerson University*

BE IT AND IT IS HEREBY RESOLVED:

THAT the amendments to *By-Law No. 1 being the General By-Laws of Ryerson University* be approved as presented.

November 29, 2021

BOARD OF GOVERNORS MEETING
November 29, 2021

AGENDA ITEM: Revised Sexual Violence Policy

STRATEGIC OBJECTIVES

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

ACTION REQUIRED: Approval

SUMMARY: In September 2021 the Ontario Government amended the regulation that sets out the requirements for university sexual violence policies to require the addition of two new sections to university policies.

BACKGROUND: Ryerson University's Sexual Violence Policy was first approved by the Board of Governors in June 2015 and was last revised in November 2019.

In September 2021 the Ontario Government revised Ontario Regulation 131/16 that sets out the requirements for sexual violence policies at publicly assisted colleges and universities. The changes require institutions to update their sexual violence policies by March 1, 2022 in order to add two clauses that: (i) shield students from irrelevant questions during sexual violence investigations, including irrelevant questions relating to students' sexual expression or past sexual history; and (ii) ensure that students can safely bring forward complaints without fear of disciplinary action for violations of university policies relating to drug or alcohol use at the time the alleged sexual violence occurred.

In addition to the two required revisions, Ryerson University is proposing a change to the review period of the policy from 2 to 3 years to align it with the government's requirement that sexual violence policies be reviewed on a three-year basis. Finally, general housekeeping revisions were made such as the addition of numbering, the reposition of some sections within the policy, and the updating of references to the "Assistant Vice President, Human Resources" to the "Chief Human Resources Officer".

COMMUNICATIONS STRATEGY: Upon approval of the revised policy, the Office of Human Rights Services will update the Ryerson community accordingly.

PREPARED BY:

Name: Jen McMillen, Vice-Provost, Students

Jennifer MacInnis, Associate General Counsel and Assistant Secretary of the Board

Date: November 12, 2021

APPROVED BY:

Name: Jennifer Simpson, Provost and Vice-President, Academic

Deborah Brown, Vice President, Administration and Operations

Denise O'Neil Green, Vice-President, Equity and Community Inclusion

Date: November 12, 2021

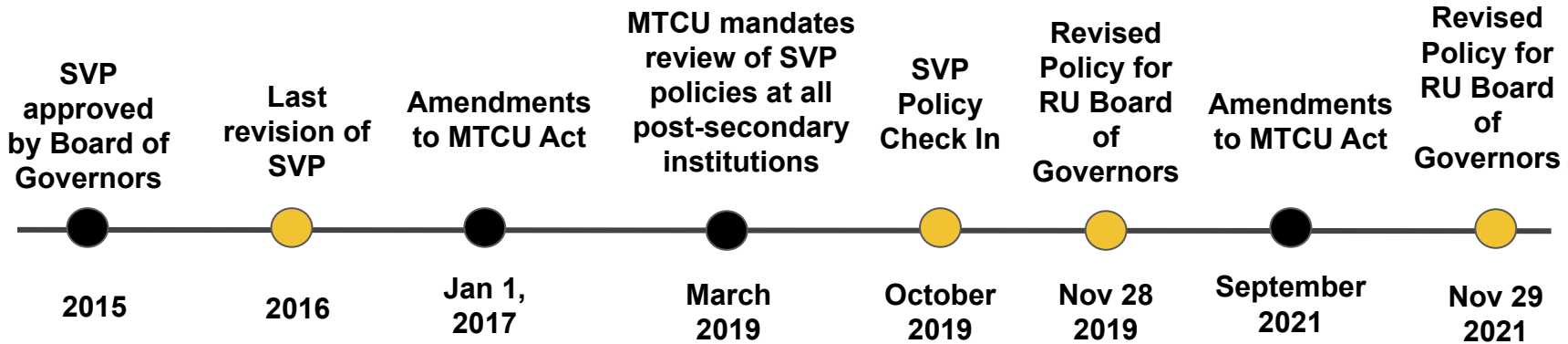
Sexual Violence Policy - Revisions

Denise O'Neil Green
Vice-President, Equity and Community Inclusion
November 29, 2021



Background

Ryerson University's Sexual Violence Policy (SVP) reflects our commitment to addressing sexual violence in all its forms within our community and to promote a culture of consent.



Sexual Violence Policy Revisions

As co-owners of the policy, the Office of the Vice-President, Equity and Community Inclusion, the Office of the Provost and Vice-President, Academic and the Office of the Vice-President, Administration and Operations led this 3rd revisions process since 2015.

The changes being proposed are not extensive, but important and are required by the Ministry of Colleges and Universities (MCU) and need to be in place by March 1, 2022.

Proposed Amendments

1. Policy should inform students that if they, in good faith, report an incident of, or make a complaint about, sexual violence, they will not be subject to discipline or sanctions for violations of the college's or university's policies relating to drug or alcohol use at the time the alleged sexual violence occurred.

New Language:

Anyone who reports or makes a complaint about sexual violence in good faith will not be subject to sanctions for violations of Ryerson's policies relating to drug or alcohol use that may have occurred at the time of the alleged sexual violence.

Proposed Amendments

2. Policy should include a statement that students who disclose their experience of sexual violence through reporting an incident of, making a complaint about, or accessing supports and services for sexual violence, will not be asked irrelevant questions during the investigation process by the college's or university's staff or investigators, including irrelevant questions relating to the student's sexual expression or past sexual history.

New Language:

Survivors who disclose their experience of sexual violence through reporting an incident of, making a complaint about, or accessing supports for sexual violence, will not be asked irrelevant questions during any investigation process by Ryerson staff or investigators, including irrelevant questions relating to their sexual expression or past history.

Proposed Amendments

3. The legislative requirement is that the policy be reviewed every three years. Given that the policy has been in place for a number of years the recommendation is to move to a review period that matches the legislative requirement.

4. General Housekeeping Amendments

- Updated office names and position titles.
- Minor editorial changes.
- Formatting

Questions

Sexual Violence Policy

- Related Documents: [Discrimination and Harassment Prevention Policy](#); [Student Code of Non-Academic Conduct \(Policy 61\)](#); [Housing & Residence Life Community Standards](#); [Workplace Violence Prevention and Response Guide](#); [Workplace Civility and Respect Policy](#)
- Owner: Provost and Vice-President, Academic; Vice-President, Administration and Operations; and Vice-President, Equity and Community Inclusion
- Approver: Board of Governors
- Approval Dates: 2015; 2016; 2019
- Review Date: Every ~~three~~ two (~~23~~) years

II. Introduction

Sexual violence is a serious problem that needs attention and intervention throughout society and within institutions. Acts of sexual violence have a significant impact on survivors, their friends and family members, and on those who work closely with survivors as supporters, advocates and educators. It is the most underreported criminal activity and through many sources, it is known that the number of disclosed or reported incidents on campuses do not reflect the true number of assaults faced by members of the Ryerson community. Many incidents of sexual violence at their core involve an abuse of power.

II. Purpose

Ryerson University is committed to combating sexual violence in all forms in its community. Sexual violence is unacceptable and will not be tolerated. Individuals and groups who commit or attempt to commit acts of sexual violence will be held accountable through a process that ensures procedural fairness. This policy makes clear this commitment to addressing sexual violence and rape culture through survivor support, awareness, education, training and prevention programs, the appropriate handling of reports or complaints of sexual violence incidents, and to fostering and promoting a culture of consent.

~~II. Introduction~~

~~Sexual violence is a serious problem that needs attention and intervention throughout society and within institutions. Acts of sexual violence have a significant impact on survivors, their friends and family members, and on those who work closely with survivors as supporters, advocates and educators. It is the most underreported criminal activity and through many sources, it is known that the number of disclosed or reported incidents on campuses do not reflect the true number of assaults faced by members of~~

~~the Ryerson community. Many incidents of sexual violence at their core involve an abuse of power.~~

This policy is intended to:

- ~~a.~~ Outline commitments to raise awareness and educate about sexual violence;
- ~~b.~~ Prevent sexual violence and reduce the risk of sexual violence incidents;
- ~~c.~~ Promote a culture of consent in which everyone has a responsibility to prevent sexual violence;
- ~~d.~~ Respond to the needs of survivors in the Ryerson community for support and empowerment; and
- ~~e.~~ Outline the process for making reports or complaints to initiate investigation and adjudication processes on campus.

III. Application and Scope

~~1.~~ This policy applies to all members of the Ryerson community:

- a. On campus – With respect to the adjudication of reports or complaints outlined in Section V, Part Two of this policy, the scope includes incidents of sexual violence where the respondent is a member of the Ryerson community and which take place on university land and premises either rented or owned, or using university-owned or run property or equipment including, but not limited to, telephones, computers and computer networks.
- b. Off campus – With respect to the adjudication of reports or complaints outlined in Section V, Part Two of this policy, the scope includes incidents of sexual violence that occur off campus where the respondent is a member of the Ryerson community and:
 - i. When the incident is part of a Ryerson course, co-op, experiential learning or organized class activity;
 - ii. When the incident is part of a Ryerson event that has been defined as such; or
 - ~~iii.~~ iii. In exceptional circumstances, when the potential consequences of the incident may adversely affect the complainant's course of learning, teaching or work at the university.

In the event that a conflict arises between the provisions of this policy and any relevant collective agreement, the terms of the collective agreement prevail.

~~2.~~ _____

~~3.~~ This policy and its procedures may continue to apply even if a person's relationship with Ryerson changes or terminates. Procedures under this policy may be initiated or completed even if the respondent is no longer a Ryerson community member.

IV. Definitions

- a. Adjudication: The process of making an official decision after a report or complaint of sexual violence is made.
-
- b. Complainant: When a report or complaint is made under this policy for initiating an investigation/adjudication, the person filing the complaint is referred to as the complainant.
-
- c. Consent: The active, ongoing, informed and voluntary agreement to engage in physical contact or sexual activity. Consent cannot be given by someone who is incapacitated (such as by drugs or alcohol), unconscious, or otherwise unable to understand and voluntarily given consent.
- d. Disclosure: When someone chooses to inform a Ryerson community member about an incident where they were subjected to sexual violence.
-
- e. First Responder: The person to whom the survivor initially disclosed. This could be a friend or university employee. They may be significantly affected by the disclosure of sexual violence and may also be in need of support.
-
- f. Person Accused: A person who has been accused of committing sexual violence. They are referred to as a respondent when a report or complaint is made against them under this policy.
-
- g. Procedural Fairness: Provides parties with a fair process in resolving disputes. The concept requires transparency, equal communication and fairness.
-
- h. Progressive Discipline: Decision makers have a range of sanctions to determine how to appropriately address an incident. They will consider a respondent's disciplinary history, the severity of the incident and the impact of the incident when determining sanctions.
-
- i. Rape Culture: A culture in which dominant ideas, social practices, media images, and societal institutions implicitly or explicitly condone sexual assault by normalizing or trivializing sexual violence and by blaming survivors for their own abuse.
-
- j. Report or Complaint: A report or complaint of an incident of sexual violence for the purposes of initiating investigation/adjudication on or off campus.
-

k. Respondent: When a report or complaint is made under this policy for initiating an investigation/adjudication, the person accused and whom the complaint is made against is referred to as the respondent.

l. Ryerson Community: Students, Student groups, Ryerson employees, contractors, appointees, volunteers, alumni and invited guests.

m. Sexual Assault: Any kind of sexual contact without mutual consent. It can include unwanted kissing, fondling, oral or anal sex, intercourse, or other forms of penetration, or any other unwanted act of a sexual nature.

n. Sexual Harassment: A course of unwanted remarks, behaviours, or communications of a sexually oriented nature and/or a course of unwanted remarks, actions that promote gender-based violence, or behaviours or communications based on gender – where the person responsible for the remarks, actions, behaviours or communications knows or ought reasonably to know that these are unwelcome. Sexual harassment may consist of unwanted attention of a sexually oriented nature such as personal questions about one's sex life, persistent requests for a "date", or unwelcome remarks about someone's hair, body shape, etc. Sexual harassment may also consist of unwelcome remarks based on gender which are not of a sexual nature but which are demeaning such as derogatory gender based jokes or comments.

o. Sexual Violence: Any sexual act or act targeting a person's sexuality, gender identity or gender expression, whether the act is physical or psychological in nature that is committed, threatened or attempted against a person without the person's consent. This includes, but is not limited to sexual assault, sexual harassment, stalking, indecent exposure, voyeurism, sexual exploitation, degrading sexual imagery, distribution of sexual images or video of a community member without their consent, and cyber harassment or cyber stalking of a sexual nature.

p. Student: Currently enrolled students, students who are eligible for re-enrollment, as well as former students if they were enrolled at the time of the alleged violation or incident.

q. Student groups: Student organizations including student government, student and course unions, societies, clubs and groups.

r. Survivor: An individual who has been subjected to sexual violence. They are referred to as a complainant when they file a report or complaint under this policy. For the purposes of this policy, the term "survivor" is used. People who

have been subjected to sexual violence have the right to choose how they want to be referred to. There is a lot of debate over the use of victim or survivor; in the end it is up to the individual to choose how they want to be referred to.



V. Policy

Part One – Education and Support

1. Sexual Violence and Identity

Ryerson University is a diverse community and every effort to address issues of sexual violence needs to be grounded in an understanding that each person's experience will be affected by many factors including but not limited to sex, ancestry, race, ethnicity, language, ability, faith, age, socioeconomic status, sexual orientation, and gender identity. It must be acknowledged that acts of sexual violence can also be acts of systematic oppression, including but not limited to sexism, racism, colonialism, ableism, homophobia, and/or transphobia.

Sexual violence impacts people of all genders. The university recognizes that sexual violence is overwhelmingly committed against women, and in particular women who experience the intersection of multiple identities such as, but not limited to Indigenous women, racialized women, Black women, trans women and women with disabilities. Additionally, the university recognizes that those whose gender identity and gender expression does not conform to historical gender norms are also at increased risk of sexual violence. Due to the complexities of violence experienced by people with intersecting identities, the university is committed to ensuring that its responses, prevention efforts and supports take an anti-oppressive and trauma-informed approach so that all community members can access these supports and services with care.

2. Awareness, Prevention, Education and Training

Consent Comes First (The Office of Sexual Violence Support and Education) will work with on- and off-campus partners including, but not limited to, student organizations and unions, Student Affairs staff, academic departments, Human Resources, the Office of Vice Provost Faculty Affairs, The Centre for Excellence in Learning and Teaching (The Learning and Teaching Office, Human Rights Services), and Community Safety and Security (Security and Emergency Services) to develop an annual education strategy that includes campaigns, training sessions, workshops, print and online resources, programs and events on a breadth of topics related to sexual violence on campus.

These campaigns will explore topics such as rape culture, consent culture, sexual assault awareness, how to seek support, resources for survivors, advice and resources for first responders, etc. The audience for these efforts would include employees, students and visitors to our campus. Education will include training on this policy, the

prevention of sexual violence and responding to sexual violence, with content tailored to the audience and relevant to their roles and responsibilities in relation to this policy. A particular emphasis will be placed on educating new members of the Ryerson community about this issue through student and employee orientation activities.

Faculties and departments are encouraged to include education related to rape culture and sexual violence in course materials and program curriculum where appropriate. They are also encouraged to use trained facilitators who understand the sensitivity with which these topics must be raised, who have the skills to respond appropriately to disclosures and those who may be triggered by the content of the material or resulting discussions.

3. Parameters of Consent

The university through the efforts of Consent Comes First and its partners will work to promote a consent culture on campus based on the following principles:

- a. Consent is active, not passive or silent. Consent must be affirmative, ongoing, informed, respectful and engaged. There is no consent when a person, by words or conduct, expresses a lack of agreement to engage in the activity.
- b. Consent to one sexual act does not constitute or imply consent to a different sexual act. Consent can be rescinded or withdrawn when a person expresses, by words or conduct, a lack of agreement to continue to engage in the activity. Consent to one activity does not imply consent to any other activity.
- c. Consent cannot be given by a person who is incapacitated by alcohol or drugs or who is unconscious or otherwise lacks the capacity to give consent.
- d. Consent must be freely given, it cannot exist under conditions of coercion. Consent cannot be obtained through implicit or explicit threats of violence, abuse of power, trust or authority, threat of losing one's job or threat of releasing sensitive information.
- e. It is the responsibility of the person who wants to engage in physical contact or sexual activity to make sure that they have consent from the other person(s) involved.
- f. Consent is required regardless of the parties' relationship status or sexual history together.
- g. Impaired judgment on the part of the person accused that leads them to think or believe there was consent is not an excuse for an act of sexual violence.

4. Commitment to Support and Accommodation for People Affected by Sexual Violence

a. — All Ryerson students and employees should expect to receive support through the appropriate office if they are affected by sexual violence.

Survivors may access supports, accommodations and/or academic considerations regardless of when, where or by whose hand they experienced an incident of sexual violence. [Detailed information about on- and off-campus supports for students is](#)

provided on a dedicated Sexual Violence Support and Education website and can be found in Schedule 1 at the end of this policy.

~~b._____~~

~~c.~~ Consent Comes First will work with individual survivors in determining their support and/or workplace and academic accommodation and/or academic consideration. Each survivor's needs will be different, and the types and forms of support and accommodation made available will be tailored to the survivor's needs on a case-by-case basis.

Survivors need only to disclose their experience to seek support and will not be required or pressured to make a formal report or complaint. Survivors have the right to decide whether to report to police and/or Community Safety and Security.

~~d._____~~

~~e._____ In some cases the university may be required to take some action without the survivor's consent (see Section V. Part Two 3. g. Confidentiality, and 4. b. Circumstances where the University may Proceed without a Complaint). Individuals affected would be fully informed and supported at every step of any process and have the right not to participate in any investigation that may occur.~~

Survivors have the right to determine what, when and how much they choose to disclose.

~~f._____~~

~~g._____ Detailed information about on- and off-campus supports for students is provided on a dedicated Sexual Violence Support and Education website and can be found in Schedule 1 at the end of this policy.~~

Part Two – Adjudication of Reports or Complaints

1. Reports or Complaints

Community members need only disclose that they are survivors of sexual violence to seek support through Consent Comes First. They also have options for filing a report or complaint in response to an incident of sexual violence in an effort to hold the person accused accountable.

Consent Comes First and/or trained professional staff from Housing & Residence Life, Human Rights Services or Human Resources can assist survivors in understanding each of these options and in ensuring that they have all the information that they need in order to make an appropriate decision on next steps. Detailed information about options and what to expect for all parties, survivors and persons accused, is provided on a dedicated Sexual Violence Support and Education website.

Reporting to Ryerson University - Reports or complaints of sexual violence can be made where they fall under the Application and Scope of this policy. A person may report to Ryerson University even when they have reported to the police.

In some cases, the university may be required to take some action without the survivor's consent (see Section V. Part Two 3. g. Confidentiality, and 4. b. Circumstances where the University may Proceed without a Complaint). Individuals affected would be fully informed and supported at every step of any process and have the right not to participate in any investigation that may occur.

Reporting to Police and other legal action - A person may choose to report sexual violence to the police or pursue other legal action. In cases where the sexual violence is perpetrated by a non-Ryerson community member the procedures in this policy may not apply. Ryerson may still provide support to the complainant, which could include restricting the accused person's ability to access campus through Community Safety and Security.

2. Making a Report or Complaint under this Policy

It is important that a person who reports an incident of sexual violence perpetrated by another Ryerson community member is heard and has access to appropriate support and resources. It should be noted that the use of the term "survivor" in this policy does not suggest that the outcome of any investigation or decision making process has already been determined, and will not prejudice the outcome of the investigation. For this reason, throughout the adjudication process as outlined in this policy, the survivor will be referred to as the complainant and the person accused will be referred to as the respondent.

To make a report or complaint of sexual violence, the complainant should contact Human Rights Services:

Human Rights Services
Location: POD 254A
E-mail: humanrights@ryerson.ca
Phone: [416-979-5000](tel:416-979-5000), ext. 5349

The complainant may file a report or complaint in writing via e-mail or letter or may request an in-person meeting to make their report or complaint. Human Rights Services does not advocate for any individual or group and cannot take sides on a complaint.

The role of the person taking the report or complaint is to listen, clarify details and assess appropriate next steps.

3. Important Aspects of the Adjudication Process

a. Principles Governing the Process

i. Timeliness of the process:

This is a difficult process and for many survivors it is a pre-cursor to achieving healing and/or closure. Every effort will be made to expedite the process without compromising appropriate procedural fairness for all parties.

ii. Transparency of the process:

- a. Parties will be advised of their rights and responsibilities related to the process
- b. Parties will know what to expect from the process
- c. Parties will be kept informed about the process and outcome
- d. Parties will receive regular updates on the progress of their case, estimated timeframes and any delays related to the resolution of their case (types and frequency of these updates will be determined through discussion with each complainant)
- e. Reasons will be provided for any decision made throughout the process

iii. Support for parties involved in the process:

Both parties to a complaint will be offered access to a support person. For employees, this could include a union representative where permitted or required under any relevant collective agreement. Both parties will be offered referral to appropriate personal support resources (a list of on-campus resources for students and off-campus resources is provided in Schedule 1 at the end of the policy).

iv. Fairness of the process:

The process will be conducted in a trauma-informed and impartial way and is intended to ensure fairness for all parties involved.

Where applicable, the process will be conducted consistent with the terms of any relevant collective agreement.

v. Trained personnel:

Personnel involved in the adjudication process including staff in Human Rights Services and other offices assisting with cases of sexual violence, investigators and decision makers, will be trained in their roles, trauma-informed processes and the impact of identities on how an individual experiences sexual violence.

b. Right to Support through the Investigation and Decision Making Process

Complainants and respondents will be provided with a support person throughout the investigation and decision-making process by the university. Support for complainants will be facilitated by Consent Comes First. Support for respondents who are students will be facilitated through the Student Conduct Office. Support for employees who are respondents will be facilitated by Human Resources, consistent with any existing relevant collective agreement provisions. Complainants and respondents also have the right to identify an alternate support person or representative of their choosing to accompany them to any meetings or proceedings related to the handling of their case. Support persons may include a friend, family member, employee union representative, legal representative, colleague, etc.

c. Alternative Resolution

In appropriate circumstances, Human Rights Services will follow-up with the complainant and respondent to determine their willingness to participate in an alternative resolution process and offer options.

For it to be a meaningful process, participants must engage voluntarily and remain free from reprisal. At any stage during the process, the complainant may indicate they would like the complaint to move to an investigation and decision making process.

In appropriate circumstances, a complainant may request an alternate resolution process before an investigation is commenced or completed, or before the case is referred to a decision maker. In appropriate circumstances, a respondent could also request an alternative resolution process by notifying Human Rights Services.

Examples include, but are not limited to:

- **Impact Statement/Letter:** A complainant may decide to communicate to the respondent that their behaviours, remarks or communications are unwelcome or uncomfortable. The survivor may choose to communicate their concerns directly or indirectly, verbally or in writing with the assistance of Human Rights Services.
- **Facilitation:** A complainant may request that Human Rights Services facilitate a discussion between themselves and the respondent. In such circumstances, a facilitator would try to reach a resolution between the complaint and the respondent by acting as a “go-between.” Neither party is required to attend any face-to-face meetings during this process unless they both agree to do so. This facilitated process may result in a written agreement that could include behavioural expectations, agreement to no contact, or an apology.
- **Education:** A respondent may agree to participate in education and training related to anti-violence, anti-oppression and consent.

- **Restorative Justice:** Restorative or transformative justice is an approach used in situations that require a deep understanding of the harm done, the needs of those affected, and the strategies for moving forward as a community and creating lasting change. Using processes such as accountability circles or community conferencing, those who have done harm and various stakeholders are actively engaged in understanding what happened, the impact of a harmful situation and hold those who have done harm accountable and responsible not only for their past actions but for shaping the future.

If the complainant and respondent are able to reach a resolution, a written record of the resolution will be prepared by Human Rights Services to be signed by both parties. The signed resolution will be kept in Human Rights Services. A copy of the signed agreement will be provided to the complainant and respondent, and may be provided to relevant university administrators if it is required to implement the terms of resolution.

Human Rights Services will monitor the implementation and compliance of alternative resolution processes. If there is a failure to comply with the terms of a resolution, the complaint may continue to an investigation and decision making process.

d. Freedom from Reprisal

Every member of the Ryerson community has a right to claim and enforce their rights under this policy, to provide evidence and to participate in proceedings under this policy, without reprisal or threat of reprisal.

Anyone who reports or makes a complaint about sexual violence in good faith, will not themselves be subject to discipline or sanctions for violations of Ryerson's policies relating to any drug or alcohol use that may have occurred at the time of the alleged sexual violence.

All respondents will be informed of the university's position regarding the seriousness of any allegations of reprisal against complainants, witnesses or others involved, what constitutes reprisal; any claims of reprisal will also be investigated and responded to.

e. Withdrawal of a Complaint

At any time throughout the process, before a decision is rendered, a complainant may choose to withdraw their complaint. They should communicate, in writing, their decision to withdraw their complaint to Human Rights Services. In some circumstances, the university may still pursue the complaint (see Section V. Part Two, 4. b. Circumstances where the University may Proceed without a Complaint). If a complaint is withdrawn, complainants and respondents can still seek support through the appropriate offices on campus.

f. Procedural Fairness

The university has a duty to be fair with respect to process by which investigations and decisions are made that may result in findings of sexual violence and may potentially

impose serious consequences against a member of the Ryerson community who has engaged in such conduct.

The core element of procedural fairness is that a person against whom allegations are made, must know the allegations and evidence against them, and must be given the opportunity to answer prior to a decision being made. Further to the right to know, complainants and respondents will also have notice of the investigation and decision making process, and will have the matter decided by an impartial decision maker. If credibility is at issue, complainants and respondents may appear in person and make oral representations to an investigator and decision maker, and comment and ask questions with respect to the evidence in accordance with this policy.

Survivors who disclose their experience of sexual violence through reporting and incident of, making a complaint about, or accessing supports for sexual violence, will not be asked irrelevant questions during any investigation process by Ryerson staff or investigators, including irrelevant questions relating to their sexual expression or past history.

The duty to be fair is context-specific, for example, the more serious the consequences contemplated, the higher the level of procedural fairness. As such, the university reserves the right to adjust the process to ensure procedural fairness in accordance with the facts of the individual case with notice to the complainant and the respondent.

g. Confidentiality

Ensuring confidentiality is a key principle in creating an environment and culture where survivors feel safe to disclose and seek support and accommodation. The university is committed to ensuring such an environment and culture exists. As such, all members of the Ryerson community who receive a disclosure of sexual violence or who are involved in addressing or investigating it, must keep the matter confidential, except in accordance with the terms of this policy, in order to protect the rights of those involved in the allegations, prevent an unjustified invasion of their personal privacy, and preserve the integrity of the investigation.

The university will make every reasonable effort to balance confidentiality with its legal responsibility to provide a campus environment free from sexual violence. The university protects personal information and handles records in accordance with its policies, the Freedom of Information and Protection of Privacy Act, the Personal Health Information Protection Act, and the provisions of applicable employee collective agreements.

The general practice of the university is to keep all information confidential except as outlined in this policy, for example where employees require information to carry out their authorized duties under the policy, e.g. conduct investigation, make or implement a decision or interim measures, etc. Complainants, respondents and witnesses are

expected to keep the details of any case confidential, outside their circle of support, in order to ensure the integrity of the investigation and decision making process.

Notwithstanding the above, there are additional circumstances where a staff member may be required to disclose information within or outside the university in order to address safety concerns or to satisfy a legal reporting requirement. In such circumstances, the minimum amount of information needed to allow such concerns to be addressed, or meet such requirements, will be disclosed. These additional circumstances might include, for example:

- An individual is at risk of life-threatening self-harm;
- An individual is at risk of harming others;
- There is risk to the safety of the university and/or broader community;
- Disclosure is required by law; for instance, under the Child and Family Services Act, reporting is legally required if an incident involves a child 16 or under; or, to comply with the Occupational Health and Safety Act or with human rights legislation; and/or
- Evidence of the disclosed incident of sexual violence is available in the public realm (e.g. video shared publicly on social media).

These above circumstances represent exceptions, not the rule, and are necessary to ensure the university is meeting its legal obligations. If one of these situations applies to an individual, they will be fully informed and supported at every step of the process.

h. Maintenance of Statistics and Reporting

~~a.~~ Ryerson will maintain annual statistics about the supports, services, and accommodations provided to students, in addition to information about programs and initiatives for students relating to sexual violence. _

~~b.~~ Ryerson also will maintain annual statistics about the number of incidents and complaints of sexual violence reported by students under this policy.

Such statistics and ~~c. The information in a and b above, in addition to~~ information about the implementation and effectiveness of this policy, will be provided annually to the Board of Governors, reviewing the preceding year. _

~~d.~~ Ryerson shall take reasonable steps to ensure the information provided in the annual report does not disclose personal information within the meaning of the Freedom of Information and Protection of Privacy Act.

4. Investigation Process

a. Process for Determining Whether a Report or Complaint will be Investigated

Once the report or complaint is submitted to Human Rights Services, the Director or designate will make an assessment of the appropriate next steps in responding to the complaint. This will include:

- i. Determining whether a report or complaint has been made through any other internal or external process as well as through this policy.
- ii. Referring the complainant to Consent Comes First for support and referral to additional resources.
- iii. Determining the jurisdiction of Human Rights Services in proceeding with the report or complaint, i.e. both parties are members of the Ryerson community.
- iv. Determining whether the sexual violence policy is relevant to the complaint and/or if the complaint should be referred for review under a different policy, i.e. Student Code of Non-Academic Conduct (Policy 61), Discrimination and Harassment Prevention Policy, Workplace Civility & Respect Policy, etc.
- v. Determining whether the complainant is interested in an alternative resolution, as opposed to the completion of an investigation and decision making process.
- vi. Consulting appropriate offices in the implementation of interim measures while the complaint is being investigated and while the decision on the complaint is pending. For more details, see Section V. Part Two, 4. e. on Interim Measures during Investigation and Decision Making Processes.

Once Human Rights Services reviews the complaint and it has been assessed, they will confirm in writing with all parties whether an investigation or fact-finding based on the complaint will be conducted.

b. Circumstances where the University may Defer an Investigation

In some cases, including when a complainant has made a report to the police, Ryerson may put the complaint process under this policy on hold until such time as it is appropriate to proceed.

c. Circumstances where the University may Proceed without a Complaint

In some cases the university may be required to or choose to investigate an incident of sexual violence even though the survivor has chosen not to file a report or complaint.

Examples of such circumstances could include, but are not limited to:

- —Where there is risk to the safety of individuals and/or the broader community; for example where repeated allegations have been made about the conduct of the same individual.
- —Where required by law, such as under the Occupational Health and Safety Act.

- — Where there is evidence of sexual violence in the public realm (such as a video posted on social media).

If such a situation applies to the survivor, information and support will be made available at every step of the process, even if they choose not to participate.

d. Initial Meeting with Human Rights Services

After Human Rights Services has indicated that an investigation will be conducted, the Human Rights Services Director or designate will meet separately with the complainant and respondent.

In these meetings, the Human Rights Services staff member will:

- i. Explain to each party their rights in the investigation and decision making processes
- ii. Go over the process and answer any questions about what will happen
- iii. Discuss details of interim measures, if applicable
- iv. Determine the outcome that the complainant is seeking

e. Interim Measures during Investigation and Decision Making Process

In some cases it may be necessary to implement interim measures that are appropriate in the circumstances. Interim measures are temporary measures put in place to protect the parties, the community, and the integrity of the process during the investigation and decision-making process. Such measures are without prejudice to the ultimate outcome of the investigation. Consequences for violating interim measures will be clearly communicated to the respondent at the time they are applied.

Examples of interim measures that might be considered include, but are not limited to:

- Changes within university housing if the parties are residents
- Restrictions to access campus or parts of campus
- No contact order
- Employment/workplace modifications or restrictions
- Changes in employment reporting structures
- Changes to class and/or section enrollments

Where the respondent is an employee and any interim measures implemented by the university affect the respondent's terms and conditions of employment, the normal procedures of any relevant collective agreement will apply to the implementation of the interim measures.

f. Referral to an Investigator and Notice of Investigation

Human Rights Services will appoint an impartial investigator who has knowledge, training and experience in sexual violence investigations and related issues, and who has been trained on the terms of this policy. The investigator may be internal or external to the university.

Where the complainant or respondent reasonably believes that the investigator may have a conflict of interest, they may request an alternative investigator. Human Rights Services will consider their concerns to determine whether or not to assign an alternative investigator.

Once an investigator is appointed, Human Rights Services will provide a notice of investigation to:

- i. The complainant
- ii. The respondent
- iii. The investigator

The notice of investigation will include the following information:

- i. The name and contact information of the investigator
- ii. A written account of the complaint
- iii. Confirmation of the right to a support person or representative during the investigation (as per Part Two, Section 3.b. Right to Support through the Investigation and Decision Making Process)
- iv. Any interim measures that will be in place during the investigation
- v. A link to this policy and any other related policies
- vi. The name and contact information of the university support person designated to support each of them

Once an investigator is appointed, they will contact the parties within seven (7) business days to confirm:

- i. Their appointment by Human Rights Services
- ii. The role of the investigator
- iii. Next steps in the investigation process

g. Role of the Investigator

Human Rights Services will determine the scope of the investigation for each case. The investigator works independently. They develop a plan identifying the issues of the case, who will be interviewed, which questions will be posed and which documents will be requested for review. The investigator conducts all of the interviews. These include interviews with the complainant, respondent and any witnesses.

h. Conducting an Investigation

After reviewing the written account of the complaint and any relevant documentation, the investigator will contact the complainant and the respondent to arrange separate interview times. At the time of initial contact the investigator will explain to all parties the investigation process, and their role as investigator.

The investigator will conduct interviews with the complainant and the respondent separately and may need to meet with each party several times during the course of the investigation. The complainant and respondent will have the opportunity to provide the investigator with information, documents, names of witnesses, and other submissions or evidence that they believe are relevant to the complaint.

Human Rights Services will always aim to complete an investigation as expeditiously and thoroughly as possible. Depending on the complexity of the case and/or the availability of parties and witnesses, the investigation could take several months.

The investigator will ensure that both the complainant and respondent have had a full opportunity to review and respond to all material aspects of the allegations, and the evidence upon which the investigator will rely, in order to ensure procedural fairness. The investigator will provide the complainant, the respondent and any witnesses with the notes from, or a synopsis of, their own respective interviews, and each will have the opportunity to make any clarifications or corrections to their own statements.

The complainant may still request alternative resolution of their complaint before the final report is sent to the decision maker as per Section V. Part Two, 3. C. Alternative Resolution.

If there is no request for alternative resolution at this time the investigator will incorporate any relevant details from the further submissions into the final investigation report and submit it to the decision maker.

5. Decision Making Process

a. Referral to the Decision Maker

The Director of Human Rights Services or their designate will review the investigator's report and provide it to the appropriate decision maker for review and decision.

- i. i.—Where the respondent is a faculty member, instructor or teaching/graduate assistant, the Dean of their faculty will normally decide the matter.

- ii. ~~ii.~~—Where the respondent is a staff member, the senior head of the unit (Director, Registrar, Senior Director, Executive Director, Assistant Vice President, Vice Provost, or Dean) will normally decide the matter.
- iii. ~~iii.~~—Where the respondent is a student, the Vice Provost, Students will normally decide the matter.

Human Rights Services will notify the complainant and respondent by e-mail within five (5) business days of receipt of the final report from the investigator and inform them of who has been appointed the decision maker on their complaint. Where the complainant or respondent reasonably believes that the decision maker may have a conflict of interest they may request an alternative decision maker. Human Rights Services will consider their concerns determine whether or not to assign an alternate decision maker.

b. The Rendering of the Decision

The decision maker will review the final report from the investigator. The decision maker may also request an opportunity to meet with and ask any questions of the investigator, the complainant, the respondent and/or any witnesses separately before rendering a decision. Any in-person meetings will be transcribed so as to document any new evidence presented that does not appear in the investigator's report. If in the course of these meetings, new information is presented by any party, the complainant and respondent will be given the opportunity to respond to or question that new information, in person or in writing before the decision is rendered. The complainant will not be required to appear before a decision maker in the presence of the respondent.

Within 20 business days of reviewing the investigator's report and completing all requested meetings with parties involved and reviewing all additional written submissions or questions submitted by either party, the decision maker will render a decision and where applicable assign an appropriate sanction/remedy. The time frame to render a decision may be extended in extenuating circumstances and the extension will be communicated to the parties.

The final decision prepared by the decision maker will indicate whether there has been a breach of the policy or not.

If there is a finding that the policy has been breached, the decision maker may consider the following in determining an appropriate sanction:

- i. ~~i.~~—The sanction or remedy sought by the complainant
- ii. ~~ii.~~—The principle of progressive discipline and the university's role as an educational institution
- iii. ~~iii.~~—The requirements under any relevant collective agreement
- iv. ~~iv.~~—The nature and severity of the incident
- v. ~~v.~~—Any other relevant factors

The decision maker will provide both the complainant and the respondent with a summary of the investigation results, their decision, reasons for the decision and any applicable sanctions.

Any request by either party to receive a copy of the investigation report will be subject to restrictions under the Freedom of Information and Protection of Privacy Act.

c. Remedy/Sanction Options

Remedies and sanction options could look different depending on the status of the respondent. Other university offices may become involved in monitoring compliance with sanctions imposed by the decision maker, e.g. Student Conduct Office, Human Resources, Office of Faculty Affairs.

Examples of general remedies/sanctions

- Letter of apology
- Mandated educational workshops or counselling
- No contact order
- Letter of behavioural expectations
- Restrictions related to accessing buildings or parts of campus or certain activities

Examples of additional remedies/sanctions applicable to student respondents

- Community service activities
- Removal from a course or section of a course
- Relocation in or eviction from university owned and/or operated housing
- Suspension from school for a defined period (1)
- Exclusion from the university permanently (2)

Additional sanctions/remedies applicable to employees

- Change in work assignment
- Suspension from work for a set time with or without pay
- Dismissal from employment

6. Appeal Process

a. When the Individual Appealing is a Ryerson Employee

- i. In the case of an employee who is a member of a union, the right to appeal the decision is with the grievance and arbitration process of the applicable collective agreement.
- ii. In the case of an employee who is not a member of a union, the right to appeal is under the [Management and Confidential Excluded Group Employee Appeal Policy](#) and related [procedure](#).

b. When the Individual Appealing is a Ryerson Student

- i. Who Reviews and Decides Appeals

Findings, measures, remedies and sanctions may be appealed to a Vice President of the university. Appeals in cases where the respondent is a student will normally be decided on by the Provost and Vice President, Academic.

ii. Submission of an Appeal

A complainant or respondent wishing to appeal a finding or a remedy/sanction in a case shall submit to Human Rights Services a written request for appeal and an explanation of the basis for the request, within 10 days of communication of the original decision.

iii. Grounds for Appeal

The Vice President will consider appeals based on the following grounds:

- a. Whether there was a substantial procedural error in the application of the policy
- b. Whether there is new evidence that could not have reasonably been presented earlier
- c. Whether the decision maker's finding is consistent with the evidence
- d. Whether the remedy/sanction are reasonable in the circumstances

iv. Appeal Review Process

If an appeal is filed by one party, other parties to the case will be notified that an appeal has been submitted. They will also be invited to make a written submission for consideration in the review of the appeal. In deciding on the appeal the Vice President will review the investigation file, the original findings and remedies/sanctions determined by the decision maker and any other relevant documents or information. The Vice President may also interview the parties. The Vice President will communicate the findings of their review in writing to all parties, normally within 15 days of commencement of the review.

A decision of the Vice President is final with respect to the options available within the university. Where applicable, any party not satisfied with the decision may pursue external avenues for redress.

c. Other

Where the individual appealing is neither a Ryerson student nor a Ryerson employee, Findings, measures, remedies and sanctions may be appealed to a Vice President of the university, and the processes in a apply.

VI. Roles and Responsibilities

All members of the Ryerson community:

- i. ● Will make themselves aware of the policy and their responsibilities under the policy.
- ii. ● Will participate in the wide variety of education and training programs made available on campus.
- iii. ● Respect an individual's right to confidentiality if an incident of sexual violence is disclosed to them by a survivor; refer them to Consent Comes First where the survivor can seek support, accommodations if needed, and advice about reporting options.
- iv. ● Will make themselves aware of the services listed in Schedule 1 of this policy so that they might refer individuals looking for specific types of assistance and support.
- v. ● Report to Community Safety and Security if they witness sexual violence and do not know the survivor, or become aware of an incident that promotes rape culture.

The University Executive are responsible for:

- i. ● Maintaining and communicating an ongoing commitment to combat the issue of sexual violence at Ryerson University.
- ii. ● Fostering a consent culture on campus.

The Vice Provost, Students will:

- i. ● Provide an organizational home for Consent Comes First
- ii. ● Oversee the operation of the Student Conduct Office and Student Code of Non-Academic Conduct (Policy 61).
- iii. ● Work in close partnership with the Director, Human Rights Services; the Vice Provost, Faculty Affairs; and the Assistant Vice President, Human Resources Chief Human Resources Officer on the interpretation and application of this policy.
- iv. ● Ensure that the appropriate supports and services are put in place in the many units reporting to the Office of Vice Provost Students.

The Director, Human Rights Services will:

- i. ● Work in close partnership with the Vice Provost, Students; the Vice Provost, Faculty Affairs; and the Assistant Vice President, Human Resources Chief Human Resources Officer on the interpretation and application of this policy.
- ii. ● Oversee the Human Rights Services Office and the adjudication of complaints process.

The Assistant Vice President, Chief Human Resources Officer will:

- i. ● Work in close partnership with the Director, Human Rights Services; the Vice Provost, Faculty Affairs; and the Vice Provost, Students on the interpretation and application of this policy.

- Ensure that appropriate supports are in place for survivors who are employees of the institution through human resources benefits, programs and employee assistance program (EAP).
- ii. —●— Collaborate with the Vice Provost, Faculty Affairs, to ensure that training opportunities are made available for all faculty, staff and other employees and contractors related to sexual violence and the processes for handling incidents and complaints.
- iii. —●—
- iv. —●— Work with human resources consultants; the Vice Provost, Faculty Affairs (where applicable); and managers and supervisors to support workplace accommodations required in response to incidents of sexual violence at Ryerson.

The Vice Provost, Faculty Affairs:

- i. —●— Work in close partnership with the Director, Human Rights Services; the Vice Provost, Students; and the ~~Assistant Vice President, Human Resources~~ Chief Human Resources Officer on the interpretation and application of this policy.
- ii. —●— Ensure appropriate supports are in place for survivors who are academic staff of the institution, liaising with Human Resources regarding available programs or offerings that will assist survivors.
- iii. —●— Work with Deans, Chairs and Directors and Human Resources to support workplace accommodations required in response to incidents of sexual violence at Ryerson.

Human Rights Services:

- i. —●— Provides advice, consultation and training on reporting, complaints and investigation processes under this policy.
- ii. —●— Manages the complaint and investigations process including inquiries, consultations, alternative resolutions, investigations related to sexual violence.

Consent Comes First:

- i. —●— Oversees s the day-to-day implementation and operation of this policy as outlined in the office's mandate and job descriptions.
- ii. —●— Develops and implements with on- and off-campus partners the awareness, prevention, education and training strategy.
- iii. —●— Works with Student Affairs in the development and delivery of training opportunities available for students and appropriate student staff.

The Executive Director, Community Safety and Security:

- i. —●— Provides s appropriate services and supports through Community Safety and Security such as safety planning, assisting survivors who chose to report to police, referral of community members to Consent Comes First, assisting Human Rights Services with investigations and application of sanctions where appropriate.

- ii. ●—Ensures that all Community Safety and Security staff are trained in working with survivors of sexual violence, trauma-informed services and processes, and the impact of identities on how an individual experiences sexual violence.

Faculty and Academic Departments are responsible for:

- i. ●—PProvideing reasonable academic accommodations and/or considerations to students impacted by sexual violence.

Student-Led Governing Bodies will:

- i. ●—Maintain an ongoing commitment to peer-to-peer sexual violence education, training and support, and promotion of a consent culture at all events.
- ii. ●—Work in collaboration with university administration including but not limited to the Director, Human Rights Services; Executive Director, Community Safety and Security; Vice Provost, Students; and Consent Comes First to communicate student concerns in regards to sexual violence and rectifying them.
- iii. Develop campaigns and initiatives about sexual violence and consent culture that are student-led and that centre voices and experiences, including but by no means limited to those of students.

VII. Policy Review

This policy will be reviewed every three two-yyears with meaningful consultation with members of the Ryerson community and in accordance with the agreement made between the university and representatives of the university's elected student governing bodies, for the provision and consideration of input from a diverse selection of students.

Schedule 1

Supports and Services on Campus

Name of Service/Department	Supports Available	Contact Information
Office of Sexual Violence Support and Education	<p>Provides referrals to counselling and medical services; safety planning; assistance with academic and workplace accommodations; self-care resources; advocacy and help in navigating resources. Also provides assistance in making informed decisions about next steps involving reports to authorities within the university or to the police. Delivers education, prevention, training and awareness activities with campus partners.</p> <p>www.ryerson.ca/sexual-violence/</p>	<p>Hours: E-mail or call to book an appt.</p> <p>Phone: 416-979-5000, ext. 3596</p> <p>E-mail: osvse@ryerson.ca</p>
Community Safety and Security	<p>24-hour emergency response, including crisis intervention/emergency management and referral. They provide safety planning and can assist in making a report to the police if this is what the survivor requests. Also provide Walk Safe service and free self-defense courses.</p> <p>www.ryerson.ca/irm/security/</p>	<p>Hours: 24 hours a day</p> <p>Phone: Dial 80 from internal phones or call 416-979-5040</p> <p>Location: Victoria Building, First Floor, 285 Victoria St.</p>

Centre for Student Development and Counselling	<p>Provides confidential on-campus, individual and group counselling for students.</p> <p>www.ryerson.ca/healthandwellness/counselling/</p>	<p>Hours: Monday to Friday 9 am. – 4:45 pm.</p> <p>Phone: 416-979-5195</p> <p>Location: Jorgenson Hall, Room JOR-07C (Lower Ground Floor)</p>
Ryerson Medical Centre	<p>Offers medical attention during regular business hours by appointment for students. Can test for sexually transmitted infections (STI's) or pregnancy. Can refer to local hospitals and specialists. Requires OHIP or similar out-of-province insurance.</p> <p>www.ryerson.ca/healthandwellness/medicalcentre/</p>	<p>Hours: Monday to Friday 9 am. – 5 pm.</p> <p>Phone: 416-979-5070</p> <p>Location: Kerr Hall West, Room 181</p>
Ryerson Aboriginal Student Services	<p>A culturally supportive environment where all First Nations, Aboriginal, Inuit, Metis status and non-status students can get support and assistance with traditional teachings.</p> <p>www.ryerson.ca/aboriginal/</p>	<p>Phone: 416-979-5000, ext. 7699</p> <p>Location: Kerr Hall West, Room 389</p>
Housing & Residence Life	<p>Direct connection to the professional staff Residence Life On Call personnel, Residence Advisors (RA) on-call and/or Residence Service Desk (RSD) Agents; personal connection/referrals to Consent Comes First, and the Centre for Student Development and Counselling.</p>	<p>24-Hour Service Desks: Pitman Hall: x5210</p> <p>ILLC: x7700</p> <p>Department hours</p> <p>Phone: ext. 5284</p>

		<p>Location: Pitman Hall 100</p> <p>Hours: Monday-Friday 10:00 am-5:00 pm</p> <p>Email: housing@ryerson.ca</p>
Human Rights Services	<p>Support for the Ryerson community, promoting a study, work, and living environment free from discrimination and harassment. Manages the complaint investigation and decision making processes related to cases of sexual violence under this policy.</p> <p>www.ryerson.ca/humanrights/</p>	<p>Hours: Monday to Friday 9 am. – 5 pm.</p> <p>Phone: 416-979-5349</p> <p>E-mail: humanrights@ryerson.ca</p> <p>Location: POD-252-A</p>
Ryerson Students' Union (RSU) Centre for Safer Sex and Sexual Violence Support (Sexual Assault Survivor Support Line)	<p>The center offers drop-in peer support hours, and the Sexual Assault Survivor Support Line.</p>	<p>Hours: Monday – Friday 12 pm – 12 am</p> <p>Phone: 416-260-0100</p>
Centre for Women and Trans People	<p>A student-run safer and inclusive place for all self-identified women, trans people and non-binary individuals on campus. Provides educational pamphlets, referrals and resources on issues that</p>	<p>Phone: 416-979-5255, ext. 2350</p>

	<p>include racism, sexism, homophobia, transphobia, eating disorders, housing, sexual assault, pro-choice resources, violent relationships, support programs, women's health and much more.</p> <p>www.rsuonline.ca/Equity-Service-Centers/Centre-for-Women-and-Trans-People, external link</p>	<p>E-mail: womenandtrans@rsuonline.ca</p> <p>Location: SCC 210</p>
Ryerson Students' Union (RSU) Legal Advice and Referral Services	<p>Legal advice for students related to family and criminal law, legal procedures and documents, and dealing with lawyers.</p> <p>www.rsuonline.ca/Services/Legal-Service, external link</p>	<p>Hours: Appointments available on Tuesdays and Fridays (book ahead)</p> <p>Phone: 416-979-5255</p> <p>E-mail: info@rsuonline.ca</p>
Continuing Education Students' Association of Ryerson (CESAR) Legal Clinic	<p>Free, in-house legal services to CESAR members with in-house lawyer, Bill Reid.</p> <p>mycesar.ca/services/legal-clinic-2/, external link</p>	<p>Hours: Appointments available on Tuesdays only between 3pm - 7pm. Book in advance online.</p>
Continuing Education Students' Association of Ryerson (CESAR) Students Rights Coordinator	<p>CESAR's Student Rights Coordinator can assist with grade appeals or standing, charges of academic misconduct or other issues at the university. They can guide you through the university's policies to protect your student rights.</p> <p>mycesar.ca/advocacy/, external link</p>	<p>Phone: 416-979-5000 ext. 1-7056</p> <p>Email: studentrights@mycesar.ca</p>

Ombudsperson's Office	<p>A confidential information, advice and assistance resource for those who wish to address what they believe to be unfair treatment at the university.</p> <p>You can use this resource if you are not sure what your options are or you would like to discuss how a Ryerson policy or procedure applies to your situation.</p> <p>www.ryerson.ca/ombuds/</p>	<p>Hours: Monday to Thursday 9:30 a.m. – 6:30 p.m. & Fridays 9:30 a.m. to 4:30 p.m. Phone: 416-979-5000, ext. 7450 Location: Oakham House, 2nd Floor, OAK Rooms 214/215/216</p>
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Supports and Services Available in the Community

Name of Services	Supports Available	Contact information
Services for all Genders		
Women's College Hospital Sexual Assault and Domestic Violence Care Centre	<p>For those assaulted within the past week, this support is available 24-hours a day, seven days a week. Women, men, and trans people who are survivors of sexual assault and/or domestic/intimate partner violence can access this support.</p> <p>www.womenscollegethospita.ca/programs-and-services/sexual-assault-domestic-violence-care-centre/, external link</p>	<p>Hours: Monday to Friday 8:30 a.m. - 4:30 p.m. Phone: 416-323-6040</p> <p>Location: 76 Grenville St. (Ground floor (in the AACU), Room 1305)</p>

Victim Services Toronto	<p>Assists people in crisis, 24-hours a day, seven days a week in the immediate aftermath of crime or tragedy.</p> <p>victimservicestoronto.com/, external link</p>	<p>Hours: 24 hours a day Phone: 416-808-7066 E-mail: info@victimservicestoronto.com</p>
Sexual Assault/Rape Crisis Centre of Peel	<p>Provides a 24/7 crisis line, online crisis chat, individual therapy, therapeutic groups and workshops. The online crisis chat can be located here: hope247.ca/, external link</p>	<p>Hours: 24 hours a day Phone: 1-800-810-0180</p>
Toronto Police Services	<p>If you are in immediate danger, call 911. For all other safety issues... please call the 416 number In the next column</p> <p>www.torontopolice.on.ca/, external link</p>	<p>Hours: 24 hours a day Phone: 416-808-2222</p>
Family Service Toronto	<p>Provides professional, short-term, individual, couple and family counselling for people who identify as lesbian, gay, bisexual, trans, queer (LGBTQ)</p> <p>familyservicetoronto.org/, external link</p>	<p>Hours: Monday to Friday 9am-5pm OR Wednesday Walk-in: 3:30-7:30pm Phone: 416-595-9618 Location: 202-128A Sterling Road, Toronto</p>
Central Toronto Youth Services-Pride and Prejudice Program	<p>Programs for lesbian, gay, bisexual, trans, queer, Two-Spirit and questioning youth, ages 13-24. Includes "Yo- Yoga" which is an 8-week trauma sensitive yoga program.</p> <p>www.ctys.org/category/programs/#pride-amp-prejudice, external link</p>	<p>Phone: 416-924-2100</p>
If you self-identify as a woman		

Assaulted Women's Helpline	<p>24-hour telephone support and counselling available in several languages</p> <p>www.awhl.org/, external link</p>	<p>Phone: 416-863-0511</p>
Barbara Schlifer Clinic	<p>Provides counselling, legal information, interpreters and referral for women who have been physically or sexually abused.</p> <p>schliferclinic.com/, external link</p>	<p>Hours: Monday to Friday 9 a.m.- 5 p.m. Phone: 416-323-9149</p> <p>E-mail: intake@schliferclinic.com</p> <p>Location: 489 College St</p>
Fred Victor Centre	<p>24/7 Drop-in for women located in the Adelaide Resource Centre offers a warm, safe and welcoming space with access to health services on site.</p> <p>www.fredvictor.org/womens_24/7_drop-in_program, external link</p>	<p>Phone: 416-392-9292</p>
Toronto Rape Crisis Centre/Multicultural Woman Against Rape	<p>Crisis intervention, counselling and referral for survivors of rape/sexual assault. Open 24 hours.</p> <p>trccmwar.ca/, external link</p>	<p>Hours: 24 hours a day Phone: 416-597-8808 E-mail: crisis@trccmwar.ca</p>
Women's Support Network of York Region	<p>Provides free, confidential services for women who have experienced sexual violence</p> <p>www.womenssupportnetwork.ca/, external link</p>	<p>Hours: 24 hours a day Phone: 905-895-7313 Email: generalinfo@womenssupportnetwork.ca</p>

If you self-identify as a man		
Support Services for Male Survivors of sexual abuse	<p>Provides help for male survivors of sexual abuse, both recent and historical. The program is the first of its kind in Canada and is delivered by agencies across the province. Survivors also have access to a 24-hour, multilingual, toll-free phone line for immediate crisis and federal services</p> <p>www.attorneygeneral.jus.gov.on.ca/english/ovss/male_support_services/, external link</p>	<p>Hours: 24 hours a day Phone: 1-888-887-0015</p>
If you are, or faced abuse when you were under 18, or have children who have been abused		
Sick Kids' Suspected Child Abuse and Neglect (SCAN) Program	<p>Care, support and assessment to children and teenagers who may have been maltreated, and their families. The SCAN program provides a link between SickKids and community doctors and hospitals, Children's Aid Societies, police, schools and other community agencies.</p> <p>www.sickkids.ca/scan/, external link</p>	<p>Hours: Monday to Friday, 9 a.m. to 5 p.m. Phone: 416-813-6275 Location: 555 University Ave (Room 6427, Black Wing)</p>
The Gatehouse	<p>Offers support groups for adult survivors of childhood sexual abuse as well as partners.</p> <p>www.thegatehouse.org/, external link</p>	<p>Hours: Monday to Friday 9 a.m.- 5 p.m. Phone: 416-255-5900 Location: 3101 Lake Shore Blvd West</p>

(1) Where a sanction involves a suspension or expulsion, a notation is put on the student record and transcript in the same manner as described in the Student Code of Non-Academic Conduct (Policy 61).

(2) Ibid

Sexual Violence Policy

- **Related Documents:** Discrimination and Harassment Prevention Policy; Student Code of Non-Academic Conduct (Policy 61); Housing & Residence Life Community Standards; Workplace Violence Prevention and Response Guide; Workplace Civility and Respect Policy
- **Owner:** Provost and Vice-President, Academic; Vice-President, Administration and Operations; and Vice-President, Equity and Community Inclusion
- **Approver:** Board of Governors
- **Approval Dates:** 2015; 2016; 2019
- **Review Date:** Every three (3) years

I. Introduction

Sexual violence is a serious problem that needs attention and intervention throughout society and within institutions. Acts of sexual violence have a significant impact on survivors, their friends and family members, and on those who work closely with survivors as supporters, advocates and educators. It is the most underreported criminal activity and through many sources, it is known that the number of disclosed or reported incidents on campuses do not reflect the true number of assaults faced by members of the Ryerson community. Many incidents of sexual violence at their core involve an abuse of power.

II. Purpose

Ryerson University is committed to combating sexual violence in all forms in its community. Sexual violence is unacceptable and will not be tolerated. Individuals and groups who commit or attempt to commit acts of sexual violence will be held accountable through a process that ensures procedural fairness. This policy makes clear this commitment to addressing sexual violence and rape culture through survivor support, awareness, education, training and prevention programs, the appropriate handling of reports or complaints of sexual violence incidents, and to fostering and promoting a culture of consent.

This policy is intended to:

- a. Outline commitments to raise awareness and educate about sexual violence;
- b. Prevent sexual violence and reduce the risk of sexual violence incidents;
- c. Promote a culture of consent in which everyone has a responsibility to prevent sexual violence;
- d. Respond to the needs of survivors in the Ryerson community for support and empowerment; and

- e. Outline the process for making reports or complaints to initiate investigation and adjudication processes on campus.

III. Application and Scope

This policy applies to all members of the Ryerson community:

- a. On campus – With respect to the adjudication of reports or complaints outlined in Section V, Part Two of this policy, the scope includes incidents of sexual violence where the respondent is a member of the Ryerson community and which take place on university land and premises either rented or owned, or using university-owned or run property or equipment including, but not limited to, telephones, computers and computer networks.
- b. Off campus – With respect to the adjudication of reports or complaints outlined in Section V, Part Two of this policy, the scope includes incidents of sexual violence that occur off campus where the respondent is a member of the Ryerson community and:
 - i. When the incident is part of a Ryerson course, co-op, experiential learning or organized class activity;
 - ii. When the incident is part of a Ryerson event that has been defined as such; or
 - iii. In exceptional circumstances, when the potential consequences of the incident may adversely affect the complainant's course of learning, teaching or work at the university.

In the event that a conflict arises between the provisions of this policy and any relevant collective agreement, the terms of the collective agreement prevail.

This policy and its procedures may continue to apply even if a person's relationship with Ryerson changes or terminates. Procedures under this policy may be initiated or completed even if the respondent is no longer a Ryerson community member.

IV. Definitions

- a. Adjudication: The process of making an official decision after a report or complaint of sexual violence is made.
- b. Complainant: When a report or complaint is made under this policy for initiating an investigation/adjudication, the person filing the complaint is referred to as the complainant.
- c. Consent: The active, ongoing, informed and voluntary agreement to engage in physical contact or sexual activity. Consent cannot be given by someone who is incapacitated (such as by drugs or alcohol), unconscious, or otherwise unable to understand and voluntarily given consent.
- d. Disclosure: When someone chooses to inform a Ryerson community member about an incident where they were subjected to sexual violence.

- e. First Responder: The person to whom the survivor initially disclosed. This could be a friend or university employee. They may be significantly affected by the disclosure of sexual violence and may also be in need of support.
- f. Person Accused: A person who has been accused of committing sexual violence. They are referred to as a respondent when a report or complaint is made against them under this policy.
- g. Procedural Fairness: Provides parties with a fair process in resolving disputes. The concept requires transparency, equal communication and fairness.
- h. Progressive Discipline: Decision makers have a range of sanctions to determine how to appropriately address an incident. They will consider a respondent's disciplinary history, the severity of the incident and the impact of the incident when determining sanctions.
- i. Rape Culture: A culture in which dominant ideas, social practices, media images, and societal institutions implicitly or explicitly condone sexual assault by normalizing or trivializing sexual violence and by blaming survivors for their own abuse.
- j. Report or Complaint: A report or complaint of an incident of sexual violence for the purposes of initiating investigation/adjudication on or off campus.
- k. Respondent: When a report or complaint is made under this policy for initiating an investigation/adjudication, the person accused and whom the complaint is made against is referred to as the respondent.
- l. Ryerson Community: Students, Student groups, Ryerson employees, contractors, appointees, volunteers, alumni and invited guests.
- m. Sexual Assault: Any kind of sexual contact without mutual consent. It can include unwanted kissing, fondling, oral or anal sex, intercourse, or other forms of penetration, or any other unwanted act of a sexual nature.
- n. Sexual Harassment: A course of unwanted remarks, behaviours, or communications of a sexually oriented nature and/or a course of unwanted remarks, actions that promote gender-based violence, or behaviours or communications based on gender – where the person responsible for the remarks, actions, behaviours or communications knows or ought reasonably to know that these are unwelcome. Sexual harassment may consist of unwanted attention of a sexually oriented nature such as personal questions about one's sex life, persistent requests for a "date", or unwelcome remarks about someone's hair, body shape, etc. Sexual harassment may also consist of unwelcome remarks based on gender which are not of a sexual nature but which are demeaning such as derogatory gender based jokes or comments.

- o. Sexual Violence: Any sexual act or act targeting a person's sexuality, gender identity or gender expression, whether the act is physical or psychological in nature that is committed, threatened or attempted against a person without the person's consent. This includes, but is not limited to sexual assault, sexual harassment, stalking, indecent exposure, voyeurism, sexual exploitation, degrading sexual imagery, distribution of sexual images or video of a community member without their consent, and cyber harassment or cyber stalking of a sexual nature.
- p. Student: Currently enrolled students, students who are eligible for re-enrollment, as well as former students if they were enrolled at the time of the alleged violation or incident.
- q. Student groups: Student organizations including student government, student and course unions, societies, clubs and groups.
- r. Survivor: An individual who has been subjected to sexual violence. They are referred to as a complainant when they file a report or complaint under this policy. For the purposes of this policy, the term "survivor" is used. People who have been subjected to sexual violence have the right to choose how they want to be referred to. There is a lot of debate over the use of victim or survivor; in the end it is up to the individual to choose how they want to be referred to.

V. Policy

Part One – Education and Support

1. Sexual Violence and Identity

Ryerson University is a diverse community and every effort to address issues of sexual violence needs to be grounded in an understanding that each person's experience will be affected by many factors including but not limited to sex, ancestry, race, ethnicity, language, ability, faith, age, socioeconomic status, sexual orientation, and gender identity. It must be acknowledged that acts of sexual violence can also be acts of systematic oppression, including but not limited to sexism, racism, colonialism, ableism, homophobia, and/or transphobia.

Sexual violence impacts people of all genders. The university recognizes that sexual violence is overwhelmingly committed against women, and in particular women who experience the intersection of multiple identities such as, but not limited to Indigenous women, racialized women, Black women, trans women and women with disabilities. Additionally, the university recognizes that those whose gender identity and gender expression does not conform to historical gender norms are also at increased risk of

sexual violence. Due to the complexities of violence experienced by people with intersecting identities, the university is committed to ensuring that its responses, prevention efforts and supports take an anti-oppressive and trauma-informed approach so that all community members can access these supports and services with care.

2. Awareness, Prevention, Education and Training

Consent Comes First (The Office of Sexual Violence Support and Education) will work with on- and off-campus partners including, but not limited to, student organizations and unions, Student Affairs staff, academic departments, Human Resources, the Office of Vice Provost Faculty Affairs, The Centre for Excellence in Learning and Teaching (The Learning and Teaching Office, Human Rights Services), and Community Safety and Security (Security and Emergency Services) to develop an annual education strategy that includes campaigns, training sessions, workshops, print and online resources, programs and events on a breadth of topics related to sexual violence on campus.

These campaigns will explore topics such as rape culture, consent culture, sexual assault awareness, how to seek support, resources for survivors, advice and resources for first responders, etc. The audience for these efforts would include employees, students and visitors to our campus. Education will include training on this policy, the prevention of sexual violence and responding to sexual violence, with content tailored to the audience and relevant to their roles and responsibilities in relation to this policy. A particular emphasis will be placed on educating new members of the Ryerson community about this issue through student and employee orientation activities.

Faculties and departments are encouraged to include education related to rape culture and sexual violence in course materials and program curriculum where appropriate. They are also encouraged to use trained facilitators who understand the sensitivity with which these topics must be raised, who have the skills to respond appropriately to disclosures and those who may be triggered by the content of the material or resulting discussions.

3. Parameters of Consent

The university through the efforts of Consent Comes First and its partners will work to promote a consent culture on campus based on the following principles:

- a. Consent is active, not passive or silent. Consent must be affirmative, ongoing, informed, respectful and engaged. There is no consent when a person, by words or conduct, expresses a lack of agreement to engage in the activity.
- b. Consent to one sexual act does not constitute or imply consent to a different sexual act. Consent can be rescinded or withdrawn when a person expresses, by words or conduct, a lack of agreement to continue to engage in the activity. Consent to one activity does not imply consent to any other activity.
- c. Consent cannot be given by a person who is incapacitated by alcohol or drugs or who is unconscious or otherwise lacks the capacity to give consent.

- d. Consent must be freely given, it cannot exist under conditions of coercion. Consent cannot be obtained through implicit or explicit threats of violence, abuse of power, trust or authority, threat of losing one's job or threat of releasing sensitive information.
- e. It is the responsibility of the person who wants to engage in physical contact or sexual activity to make sure that they have consent from the other person(s) involved.
- f. Consent is required regardless of the parties' relationship status or sexual history together.
- g. Impaired judgment on the part of the person accused that leads them to think or believe there was consent is not an excuse for an act of sexual violence.

4. Commitment to Support and Accommodation for People Affected by Sexual Violence

All Ryerson students and employees should expect to receive support through the appropriate office if they are affected by sexual violence. Survivors may access supports, accommodations and/or academic considerations regardless of when, where or by whose hand they experienced an incident of sexual violence. Detailed information about on- and off-campus supports for students is provided on a dedicated Sexual Violence Support and Education website and can be found in Schedule 1 at the end of this policy.

Consent Comes First will work with individual survivors in determining their support and/or workplace and academic accommodation and/or academic consideration. Each survivor's needs will be different, and the types and forms of support and accommodation made available will be tailored to the survivor's needs on a case-by-case basis.

Survivors need only to disclose their experience to seek support and will not be required or pressured to make a formal report or complaint. Survivors have the right to decide whether to report to police and/or Community Safety and Security.

Survivors have the right to determine what, when and how much they choose to disclose.

Part Two – Adjudication of Reports or Complaints

1. Reports or Complaints

Community members need only disclose that they are survivors of sexual violence to seek support through Consent Comes First. They also have options for filing a report or complaint in response to an incident of sexual violence in an effort to hold the person accused accountable.

Consent Comes First and/or trained professional staff from Housing & Residence Life, Human Rights Services or Human Resources can assist survivors in understanding

each of these options and in ensuring that they have all the information that they need in order to make an appropriate decision on next steps. Detailed information about options and what to expect for all parties, survivors and persons accused, is provided on a dedicated Sexual Violence Support and Education website.

Reporting to Ryerson University - Reports or complaints of sexual violence can be made where they fall under the Application and Scope of this policy. A person may report to Ryerson University even when they have reported to the police.

In some cases, the university may be required to take some action without the survivor's consent (see Section V. Part Two 3. g. Confidentiality, and 4. b. Circumstances where the University may Proceed without a Complaint). Individuals affected would be fully informed and supported at every step of any process and have the right not to participate in any investigation that may occur.

Reporting to Police and other legal action - A person may choose to report sexual violence to the police or pursue other legal action. In cases where the sexual violence is perpetrated by a non-Ryerson community member the procedures in this policy may not apply. Ryerson may still provide support to the complainant, which could include restricting the accused person's ability to access campus through Community Safety and Security.

2. Making a Report or Complaint under this Policy

It is important that a person who reports an incident of sexual violence perpetrated by another Ryerson community member is heard and has access to appropriate support and resources. It should be noted that the use of the term "survivor" in this policy does not suggest that the outcome of any investigation or decision making process has already been determined, and will not prejudice the outcome of the investigation. For this reason, throughout the adjudication process as outlined in this policy, the survivor will be referred to as the complainant and the person accused will be referred to as the respondent.

To make a report or complaint of sexual violence, the complainant should contact Human Rights Services:

Human Rights Services
Location: POD 254A
E-mail: humanrights@ryerson.ca
Phone: [416-979-5000](tel:416-979-5000), ext. 5349

The complainant may file a report or complaint in writing via e-mail or letter or may request an in-person meeting to make their report or complaint. Human Rights Services does not advocate for any individual or group and cannot take sides on a complaint. The role of the person taking the report or complaint is to listen, clarify details and assess appropriate next steps.

3. Important Aspects of the Adjudication Process

a. Principles Governing the Process

i. Timeliness of the process:

This is a difficult process and for many survivors it is a pre-cursor to achieving healing and/or closure. Every effort will be made to expedite the process without compromising appropriate procedural fairness for all parties.

ii. Transparency of the process:

- a. Parties will be advised of their rights and responsibilities related to the process
- b. Parties will know what to expect from the process
- c. Parties will be kept informed about the process and outcome
- d. Parties will receive regular updates on the progress of their case, estimated timeframes and any delays related to the resolution of their case (types and frequency of these updates will be determined through discussion with each complainant)
- e. Reasons will be provided for any decision made throughout the process

iii. Support for parties involved in the process:

Both parties to a complaint will be offered access to a support person. For employees, this could include a union representative where permitted or required under any relevant collective agreement. Both parties will be offered referral to appropriate personal support resources (a list of on-campus resources for students and off-campus resources is provided in Schedule 1 at the end of the policy).

iv. Fairness of the process:

The process will be conducted in a trauma-informed and impartial way and is intended to ensure fairness for all parties involved.

Where applicable, the process will be conducted consistent with the terms of any relevant collective agreement.

v. Trained personnel:

Personnel involved in the adjudication process including staff in Human Rights Services and other offices assisting with cases of sexual violence, investigators and decision makers, will be trained in their roles, trauma-informed processes and the impact of identities on how an individual experiences sexual violence.

b. Right to Support through the Investigation and Decision Making Process

Complainants and respondents will be provided with a support person throughout the investigation and decision-making process by the university. Support for complainants will be facilitated by Consent Comes First. Support for respondents who are students will be facilitated through the Student Conduct Office. Support for employees who are respondents will be facilitated by Human Resources, consistent with any existing relevant collective agreement provisions. Complainants and respondents also have the right to identify an alternate support person or representative of their choosing to accompany them to any meetings or proceedings related to the handling of their case. Support persons may include a friend, family member, employee union representative, legal representative, colleague, etc.

c. Alternative Resolution

In appropriate circumstances, Human Rights Services will follow-up with the complainant and respondent to determine their willingness to participate in an alternative resolution process and offer options.

For it to be a meaningful process, participants must engage voluntarily and remain free from reprisal. At any stage during the process, the complainant may indicate they would like the complaint to move to an investigation and decision making process.

In appropriate circumstances, a complainant may request an alternate resolution process before an investigation is commenced or completed, or before the case is referred to a decision maker. In appropriate circumstances, a respondent could also request an alternative resolution process by notifying Human Rights Services.

Examples include, but are not limited to:

- **Impact Statement/Letter:** A complainant may decide to communicate to the respondent that their behaviours, remarks or communications are unwelcome or uncomfortable. The survivor may choose to communicate their concerns directly or indirectly, verbally or in writing with the assistance of Human Rights Services.
- **Facilitation:** A complainant may request that Human Rights Services facilitate a discussion between themselves and the respondent. In such circumstances, a facilitator would try to reach a resolution between the complaint and the respondent by acting as a “go-between.” Neither party is required to attend any face-to-face meetings during this process unless they both agree to do so. This facilitated process may result in a written agreement that could include behavioural expectations, agreement to no contact, or an apology.
- **Education:** A respondent may agree to participate in education and training related to anti-violence, anti-oppression and consent.
- **Restorative Justice:** Restorative or transformative justice is an approach used in situations that require a deep understanding of the harm done, the needs of those affected, and the strategies for moving forward as a community and creating lasting change. Using processes such as accountability circles or community conferencing,

those who have done harm and various stakeholders are actively engaged in understanding what happened, the impact of a harmful situation and hold those who have done harm accountable and responsible not only for their past actions but for shaping the future.

If the complainant and respondent are able to reach a resolution, a written record of the resolution will be prepared by Human Rights Services to be signed by both parties. The signed resolution will be kept in Human Rights Services. A copy of the signed agreement will be provided to the complainant and respondent, and may be provided to relevant university administrators if it is required to implement the terms of resolution.

Human Rights Services will monitor the implementation and compliance of alternative resolution processes. If there is a failure to comply with the terms of a resolution, the complaint may continue to an investigation and decision making process.

d. Freedom from Reprisal

Every member of the Ryerson community has a right to claim and enforce their rights under this policy, to provide evidence and to participate in proceedings under this policy, without reprisal or threat of reprisal.

Anyone who reports or makes a complaint about sexual violence in good faith, will not themselves be subject to discipline or sanctions for violations of Ryerson's policies relating to any drug or alcohol use that may have occurred at the time of the alleged sexual violence.

All respondents will be informed of the university's position regarding the seriousness of any allegations of reprisal against complainants, witnesses or others involved, what constitutes reprisal; any claims of reprisal will also be investigated and responded to.

e. Withdrawal of a Complaint

At any time throughout the process, before a decision is rendered, a complainant may choose to withdraw their complaint. They should communicate, in writing, their decision to withdraw their complaint to Human Rights Services. In some circumstances, the university may still pursue the complaint (see Section V. Part Two, 4. b. Circumstances where the University may Proceed without a Complaint). If a complaint is withdrawn, complainants and respondents can still seek support through the appropriate offices on campus.

f. Procedural Fairness

The university has a duty to be fair with respect to process by which investigations and decisions are made that may result in findings of sexual violence and may potentially impose serious consequences against a member of the Ryerson community who has engaged in such conduct.

The core element of procedural fairness is that a person against whom allegations are made, must know the allegations and evidence against them, and must be given the opportunity to answer prior to a decision being made. Further to the right to know, complainants and respondents will also have notice of the investigation and decision making process, and will have the matter decided by an impartial decision maker. If credibility is at issue, complainants and respondents may appear in person and make oral representations to an investigator and decision maker, and comment and ask questions with respect to the evidence in accordance with this policy.

Survivors who disclose their experience of sexual violence through reporting and incident of, making a complaint about, or accessing supports for sexual violence, will not be asked irrelevant questions during any investigation process by Ryerson staff or investigators, including irrelevant questions relating to their sexual expression or past history.

The duty to be fair is context-specific, for example, the more serious the consequences contemplated, the higher the level of procedural fairness. As such, the university reserves the right to adjust the process to ensure procedural fairness in accordance with the facts of the individual case with notice to the complainant and the respondent.

g. Confidentiality

Ensuring confidentiality is a key principle in creating an environment and culture where survivors feel safe to disclose and seek support and accommodation. The university is committed to ensuring such an environment and culture exists. As such, all members of the Ryerson community who receive a disclosure of sexual violence or who are involved in addressing or investigating it, must keep the matter confidential, except in accordance with the terms of this policy, in order to protect the rights of those involved in the allegations, prevent an unjustified invasion of their personal privacy, and preserve the integrity of the investigation.

The university will make every reasonable effort to balance confidentiality with its legal responsibility to provide a campus environment free from sexual violence. The university protects personal information and handles records in accordance with its policies, the Freedom of Information and Protection of Privacy Act, the Personal Health Information Protection Act, and the provisions of applicable employee collective agreements.

The general practice of the university is to keep all information confidential except as outlined in this policy, for example where employees require information to carry out their authorized duties under the policy, e.g. conduct investigation, make or implement a decision or interim measures, etc. Complainants, respondents and witnesses are expected to keep the details of any case confidential, outside their circle of support, in order to ensure the integrity of the investigation and decision making process.

Notwithstanding the above, there are additional circumstances where a staff member may be required to disclose information within or outside the university in order to address safety concerns or to satisfy a legal reporting requirement. In such

circumstances, the minimum amount of information needed to allow such concerns to be addressed, or meet such requirements, will be disclosed. These additional circumstances might include, for example:

- An individual is at risk of life-threatening self-harm;
- An individual is at risk of harming others;
- There is risk to the safety of the university and/or broader community;
- Disclosure is required by law; for instance, under the Child and Family Services Act, reporting is legally required if an incident involves a child 16 or under; or, to comply with the Occupational Health and Safety Act or with human rights legislation; and/or
- Evidence of the disclosed incident of sexual violence is available in the public realm (e.g. video shared publicly on social media).

These above circumstances represent exceptions, not the rule, and are necessary to ensure the university is meeting its legal obligations. If one of these situations applies to an individual, they will be fully informed and supported at every step of the process.

h. Maintenance of Statistics and Reporting

Ryerson will maintain annual statistics about the supports, services, and accommodations provided to students, in addition to information about programs and initiatives for students relating to sexual violence. Ryerson also will maintain annual statistics about the number of incidents and complaints of sexual violence reported by students under this policy.

Such statistics and information about the implementation and effectiveness of this policy, will be provided annually to the Board of Governors, reviewing the preceding year. Ryerson shall take reasonable steps to ensure the information provided in the annual report does not disclose personal information within the meaning of the Freedom of Information and Protection of Privacy Act.

4. Investigation Process

a. Process for Determining Whether a Report or Complaint will be Investigated

Once the report or complaint is submitted to Human Rights Services, the Director or designate will make an assessment of the appropriate next steps in responding to the complaint. This will include:

- i. Determining whether a report or complaint has been made through any other internal or external process as well as through this policy.
- ii. Referring the complainant to Consent Comes First for support and referral to additional resources.
- iii. Determining the jurisdiction of Human Rights Services in proceeding with the report or complaint, i.e. both parties are members of the Ryerson community.

- iv. Determining whether the sexual violence policy is relevant to the complaint and/or if the complaint should be referred for review under a different policy, i.e. Student Code of Non-Academic Conduct (Policy 61), Discrimination and Harassment Prevention Policy, Workplace Civility & Respect Policy, etc.
- v. Determining whether the complainant is interested in an alternative resolution, as opposed to the completion of an investigation and decision making process.
- vi. Consulting appropriate offices in the implementation of interim measures while the complaint is being investigated and while the decision on the complaint is pending. For more details, see Section V. Part Two, 4. e. on Interim Measures during Investigation and Decision Making Processes.

Once Human Rights Services reviews the complaint and it has been assessed, they will confirm in writing with all parties whether an investigation or fact-finding based on the complaint will be conducted.

b. Circumstances where the University may Defer an Investigation

In some cases, including when a complainant has made a report to the police, Ryerson may put the complaint process under this policy on hold until such time as it is appropriate to proceed.

c. Circumstances where the University may Proceed without a Complaint

In some cases the university may be required to or choose to investigate an incident of sexual violence even though the survivor has chosen not to file a report or complaint.

Examples of such circumstances could include, but are not limited to:

- Where there is risk to the safety of individuals and/or the broader community; for example, where repeated allegations have been made about the conduct of the same individual.
- Where required by law, such as under the Occupational Health and Safety Act.
- Where there is evidence of sexual violence in the public realm (such as a video posted on social media).

If such a situation applies to the survivor, information and support will be made available at every step of the process, even if they choose not to participate.

d. Initial Meeting with Human Rights Services

After Human Rights Services has indicated that an investigation will be conducted, the Human Rights Services Director or designate will meet separately with the complainant and respondent.

In these meetings, the Human Rights Services staff member will:

- i. Explain to each party their rights in the investigation and decision making processes
- ii. Go over the process and answer any questions about what will happen
- iii. Discuss details of interim measures, if applicable
- iv. Determine the outcome that the complainant is seeking

e. Interim Measures during Investigation and Decision Making Process

In some cases it may be necessary to implement interim measures that are appropriate in the circumstances. Interim measures are temporary measures put in place to protect the parties, the community, and the integrity of the process during the investigation and decision-making process. Such measures are without prejudice to the ultimate outcome of the investigation. Consequences for violating interim measures will be clearly communicated to the respondent at the time they are applied.

Examples of interim measures that might be considered include, but are not limited to:

- Changes within university housing if the parties are residents
- Restrictions to access campus or parts of campus
- No contact order
- Employment/workplace modifications or restrictions
- Changes in employment reporting structures
- Changes to class and/or section enrollments

Where the respondent is an employee and any interim measures implemented by the university affect the respondent's terms and conditions of employment, the normal procedures of any relevant collective agreement will apply to the implementation of the interim measures.

f. Referral to an Investigator and Notice of Investigation

Human Rights Services will appoint an impartial investigator who has knowledge, training and experience in sexual violence investigations and related issues, and who has been trained on the terms of this policy. The investigator may be internal or external to the university.

Where the complainant or respondent reasonably believes that the investigator may have a conflict of interest, they may request an alternative investigator. Human Rights Services will consider their concerns to determine whether or not to assign an alternative investigator.

Once an investigator is appointed, Human Rights Services will provide a notice of investigation to:

- i. The complainant
- ii. The respondent
- iii. The investigator

The notice of investigation will include the following information:

- i. The name and contact information of the investigator
- ii. A written account of the complaint
- iii. Confirmation of the right to a support person or representative during the investigation (as per Part Two, Section 3.b. Right to Support through the Investigation and Decision Making Process)
- iv. Any interim measures that will be in place during the investigation
- v. A link to this policy and any other related policies
- vi. The name and contact information of the university support person designated to support each of them

Once an investigator is appointed, they will contact the parties within seven (7) business days to confirm:

- i. Their appointment by Human Rights Services
- ii. The role of the investigator
- iii. Next steps in the investigation process

g. Role of the Investigator

Human Rights Services will determine the scope of the investigation for each case. The investigator works independently. They develop a plan identifying the issues of the case, who will be interviewed, which questions will be posed and which documents will be requested for review. The investigator conducts all of the interviews. These include interviews with the complainant, respondent and any witnesses.

h. Conducting an Investigation

After reviewing the written account of the complaint and any relevant documentation, the investigator will contact the complainant and the respondent to arrange separate interview times. At the time of initial contact, the investigator will explain to all parties the investigation process, and their role as investigator.

The investigator will conduct interviews with the complainant and the respondent separately and may need to meet with each party several times during the course of the investigation. The complainant and respondent will have the opportunity to provide the investigator with information, documents, names of witnesses, and other submissions or evidence that they believe are relevant to the complaint.

Human Rights Services will always aim to complete an investigation as expeditiously and thoroughly as possible. Depending on the complexity of the case and/or the availability of parties and witnesses, the investigation could take several months.

The investigator will ensure that both the complainant and respondent have had a full opportunity to review and respond to all material aspects of the allegations, and the evidence upon which the investigator will rely, in order to ensure procedural fairness. The investigator will provide the complainant, the respondent and any witnesses with the notes from, or a synopsis of, their own respective interviews, and each will have the opportunity to make any clarifications or corrections to their own statements.

The complainant may still request alternative resolution of their complaint before the final report is sent to the decision maker as per Section V. Part Two, 3. C. Alternative Resolution.

If there is no request for alternative resolution at this time the investigator will incorporate any relevant details from the further submissions into the final investigation report and submit it to the decision maker.

5. Decision Making Process

a. Referral to the Decision Maker

The Director of Human Rights Services or their designate will review the investigator's report and provide it to the appropriate decision maker for review and decision.

- i. Where the respondent is a faculty member, instructor or teaching/graduate assistant, the Dean of their faculty will normally decide the matter.
- ii. Where the respondent is a staff member, the senior head of the unit (Director, Registrar, Senior Director, Executive Director, Assistant Vice President, Vice Provost, or Dean) will normally decide the matter.
- iii. Where the respondent is a student, the Vice Provost, Students will normally decide the matter.

Human Rights Services will notify the complainant and respondent by e-mail within five (5) business days of receipt of the final report from the investigator and inform them of who has been appointed the decision maker on their complaint. Where the complainant or respondent reasonably believes that the decision maker may have a conflict of interest they may request an alternative decision maker. Human Rights Services will consider their concerns determine whether or not to assign an alternate decision maker.

b. The Rendering of the Decision

The decision maker will review the final report from the investigator. The decision maker may also request an opportunity to meet with and ask any questions of the investigator, the complainant, the respondent and/or any witnesses separately before rendering a decision. Any in-person meetings will be transcribed so as to document any new evidence presented that does not appear in the investigator's report. If in the course of these meetings, new information is presented by any party, the complainant and respondent will be given the opportunity to respond to or question that new information, in person or in writing before the decision is rendered. The complainant will not be required to appear before a decision maker in the presence of the respondent.

Within 20 business days of reviewing the investigator's report and completing all requested meetings with parties involved and reviewing all additional written submissions or questions submitted by either party, the decision maker will render a decision and where applicable assign an appropriate sanction/remedy. The time frame to render a decision may be extended in extenuating circumstances and the extension will be communicated to the parties.

The final decision prepared by the decision maker will indicate whether there has been a breach of the policy or not.

If there is a finding that the policy has been breached, the decision maker may consider the following in determining an appropriate sanction:

- i. The sanction or remedy sought by the complainant
- ii. The principle of progressive discipline and the university's role as an educational institution
- iii. The requirements under any relevant collective agreement
- iv. The nature and severity of the incident
- v. Any other relevant factors

The decision maker will provide both the complainant and the respondent with a summary of the investigation results, their decision, reasons for the decision and any applicable sanctions.

Any request by either party to receive a copy of the investigation report will be subject to restrictions under the Freedom of Information and Protection of Privacy Act.

c. Remedy/Sanction Options

Remedies and sanction options could look different depending on the status of the respondent. Other university offices may become involved in monitoring compliance with sanctions imposed by the decision maker, e.g. Student Conduct Office, Human Resources, Office of Faculty Affairs.

Examples of general remedies/sanctions

- Letter of apology
- Mandated educational workshops or counselling
- No contact order
- Letter of behavioural expectations
- Restrictions related to accessing buildings or parts of campus or certain activities

Examples of additional remedies/sanctions applicable to student respondents

- Community service activities
- Removal from a course or section of a course
- Relocation in or eviction from university owned and/or operated housing
- Suspension from school for a defined period (1)
- Expulsion from the university permanently (2)

Additional sanctions/remedies applicable to employees

- Change in work assignment
- Suspension from work for a set time with or without pay
- Dismissal from employment

6. Appeal Process

a. When the Individual Appealing is a Ryerson Employee

- i. In the case of an employee who is a member of a union, the right to appeal the decision is with the grievance and arbitration process of the applicable collective agreement.
- ii. In the case of an employee who is not a member of a union, the right to appeal is under the [Management and Confidential Excluded Group Employee Appeal Policy](#) and related [procedure](#).

b. When the Individual Appealing is a Ryerson Student

i. Who Reviews and Decides Appeals

Findings, measures, remedies and sanctions may be appealed to a Vice President of the university. Appeals in cases where the respondent is a student will normally be decided on by the Provost and Vice President, Academic.

ii. Submission of an Appeal

A complainant or respondent wishing to appeal a finding or a remedy/sanction in a case shall submit to Human Rights Services a written request for appeal and an explanation of the basis for the request, within 10 days of communication of the original decision.

iii. Grounds for Appeal

The Vice President will consider appeals based on the following grounds:

- a. Whether there was a substantial procedural error in the application of the policy
- b. Whether there is new evidence that could not have reasonably been presented earlier
- c. Whether the decision maker's finding is consistent with the evidence
- d. Whether the remedy/sanction are reasonable in the circumstances

iv. Appeal Review Process

If an appeal is filed by one party, other parties to the case will be notified that an appeal has been submitted. They will also be invited to make a written submission for consideration in the review of the appeal. In deciding on the appeal the Vice President will review the investigation file, the original findings and remedies/sanctions determined by the decision maker and any other relevant documents or information. The Vice President may also interview the parties. The

Vice President will communicate the findings of their review in writing to all parties, normally within 15 days of commencement of the review.

A decision of the Vice President is final with respect to the options available within the university. Where applicable, any party not satisfied with the decision may pursue external avenues for redress.

c. Other

Where the individual appealing is neither a Ryerson student nor a Ryerson employee, Findings, measures, remedies and sanctions may be appealed to a Vice President of the university, and the processes in a apply.

VI. Roles and Responsibilities

All members of the Ryerson community:

- i. Will make themselves aware of the policy and their responsibilities under the policy.
- ii. Will participate in the wide variety of education and training programs made available on campus.
- iii. Respect an individual's right to confidentiality if an incident of sexual violence is disclosed to them by a survivor; refer them to Consent Comes First where the survivor can seek support, accommodations if needed, and advice about reporting options.
- iv. Will make themselves aware of the services listed in Schedule 1 of this policy so that they might refer individuals looking for specific types of assistance and support.
- v. Report to Community Safety and Security if they witness sexual violence and do not know the survivor, or become aware of an incident that promotes rape culture.

The University Executive are responsible for:

- i. Maintaining and communicating an ongoing commitment to combat the issue of sexual violence at Ryerson University.
- ii. Fostering a consent culture on campus.

The Vice Provost, Students will:

- i. Provide an organizational home for Consent Comes First
- ii. Oversee the operation of the Student Conduct Office and Student Code of Non-Academic Conduct (Policy 61).
- iii. Work in close partnership with the Director, Human Rights Services; the Vice Provost, Faculty Affairs; and the Chief Human Resources Officer on the interpretation and application of this policy.
- iv. Ensure that the appropriate supports and services are put in place in the many units reporting to the Office of Vice Provost Students.

The Director, Human Rights Services will:

- i. Work in close partnership with the Vice Provost, Students; the Vice Provost, Faculty Affairs; and the Chief Human Resources Officer on the interpretation and application of this policy.
- ii. Oversee the Human Rights Services Office and the adjudication of complaints process.

The Chief Human Resources Officer will:

- i. Work in close partnership with the Director, Human Rights Services; the Vice Provost, Faculty Affairs; and the Vice Provost, Students on the interpretation and application of this policy.
- ii. Ensure that appropriate supports are in place for survivors who are employees of the institution through human resources benefits, programs and employee assistance program (EAP).
- iii. Collaborate with the Vice Provost, Faculty Affairs, to ensure that training opportunities are made available for all faculty, staff and other employees and contractors related to sexual violence and the processes for handling incidents and complaints.
- iv. Work with human resources consultants; the Vice Provost, Faculty Affairs (where applicable); and managers and supervisors to support workplace accommodations required in response to incidents of sexual violence at Ryerson.

The Vice Provost, Faculty Affairs:

- i. Work in close partnership with the Director, Human Rights Services; the Vice Provost, Students; and the Chief Human Resources Officer on the interpretation and application of this policy.
- ii. Ensure appropriate supports are in place for survivors who are academic staff of the institution, liaising with Human Resources regarding available programs or offerings that will assist survivors.
- iii. Work with Deans, Chairs and Directors and Human Resources to support workplace accommodations required in response to incidents of sexual violence at Ryerson.

Human Rights Services:

- i. Provides advice, consultation and training on reporting, complaints and investigation processes under this policy.
- ii. Manages the complaint and investigations process including inquiries, consultations, alternative resolutions, investigations related to sexual violence.

Consent Comes First:

- i. Oversees the day-to-day implementation and operation of this policy as outlined in the office's mandate and job descriptions.
- ii. Develops and implements with on- and off-campus partners the awareness, prevention, education and training strategy.

- iii. Works with Student Affairs in the development and delivery of training opportunities available for students and appropriate student staff.

The Executive Director, Community Safety and Security:

- i. Provides appropriate services and supports through Community Safety and Security such as safety planning, assisting survivors who chose to report to police, referral of community members to Consent Comes First, assisting Human Rights Services with investigations and application of sanctions where appropriate.
- ii. Ensures that all Community Safety and Security staff are trained in working with survivors of sexual violence, trauma-informed services and processes, and the impact of identities on how an individual experiences sexual violence.

Faculty and Academic Departments are responsible for:

- i. Providing reasonable academic accommodations and/or considerations to students impacted by sexual violence.

Student-Led Governing Bodies will:

- i. Maintain an ongoing commitment to peer-to-peer sexual violence education, training and support, and promotion of a consent culture at all events.
- ii. Work in collaboration with university administration including but not limited to the Director, Human Rights Services; Executive Director, Community Safety and Security; Vice Provost, Students; and Consent Comes First to communicate student concerns in regards to sexual violence and rectifying them.
- iii. Develop campaigns and initiatives about sexual violence and consent culture that are student-led and that centre voices and experiences, including but by no means limited to those of students.

VII. Policy Review

This policy will be reviewed every three years with meaningful consultation with members of the Ryerson community and in accordance with the agreement made between the university and representatives of the university's elected student governing bodies, for the provision and consideration of input from a diverse selection of students.

Schedule 1

Supports and Services on Campus

Name of Service/Department	Supports Available	Contact Information
Office of Sexual Violence Support and Education	<p>Provides referrals to counselling and medical services; safety planning; assistance with academic and workplace accommodations; self-care resources; advocacy and help in navigating resources. Also provides assistance in making informed decisions about next steps involving reports to authorities within the university or to the police. Delivers education, prevention, training and awareness activities with campus partners.</p> <p>www.ryerson.ca/sexual-violence/</p>	<p>Hours: E-mail or call to book an appt.</p> <p>Phone: 416-979-5000, ext. 3596</p> <p>E-mail: osvse@ryerson.ca</p>
Community Safety and Security	<p>24-hour emergency response, including crisis intervention/emergency management and referral. They provide safety planning and can assist in making a report to the police if this is what the survivor requests. Also provide Walk Safe service and free self-defense courses.</p> <p>www.ryerson.ca/irm/security/</p>	<p>Hours: 24 hours a day</p> <p>Phone: Dial 80 from internal phones or call 416-979-5040</p> <p>Location: Victoria Building, First Floor, 285 Victoria St.</p>

Centre for Student Development and Counselling	<p>Provides confidential on-campus, individual and group counselling for students.</p> <p>www.ryerson.ca/healthandwellness/counselling/</p>	<p>Hours: Monday to Friday 9 am. – 4:45 pm.</p> <p>Phone: 416-979-5195</p> <p>Location: Jorgenson Hall, Room JOR-07C (Lower Ground Floor)</p>
Ryerson Medical Centre	<p>Offers medical attention during regular business hours by appointment for students. Can test for sexually transmitted infections (STI's) or pregnancy. Can refer to local hospitals and specialists. Requires OHIP or similar out-of-province insurance.</p> <p>www.ryerson.ca/healthandwellness/medicalcentre/</p>	<p>Hours: Monday to Friday 9 am. – 5 pm.</p> <p>Phone: 416-979-5070</p> <p>Location: Kerr Hall West, Room 181</p>
Ryerson Aboriginal Student Services	<p>A culturally supportive environment where all First Nations, Aboriginal, Inuit, Metis status and non-status students can get support and assistance with traditional teachings.</p> <p>www.ryerson.ca/aboriginal/</p>	<p>Phone: 416-979-5000, ext. 7699</p> <p>Location: Kerr Hall West, Room 389</p>
Housing & Residence Life	<p>Direct connection to the professional staff Residence Life On Call personnel, Residence Advisors (RA) on-call and/or Residence Service Desk (RSD) Agents; personal connection/referrals to Consent Comes First, and the Centre for Student Development and Counselling.</p>	<p>24-Hour Service Desks: Pitman Hall: x5210</p> <p>ILLC: x7700</p> <p>Department hours</p> <p>Phone: ext. 5284</p>

		<p>Location: Pitman Hall 100</p> <p>Hours: Monday-Friday 10:00 am-5:00 pm</p> <p>Email: housing@ryerson.ca</p>
Human Rights Services	<p>Support for the Ryerson community, promoting a study, work, and living environment free from discrimination and harassment. Manages the complaint investigation and decision making processes related to cases of sexual violence under this policy.</p> <p>www.ryerson.ca/humanrights/</p>	<p>Hours: Monday to Friday 9 am. – 5 pm.</p> <p>Phone: 416-979-5349</p> <p>E-mail: humanrights@ryerson.ca</p> <p>Location: POD-252-A</p>
Ryerson Students' Union (RSU) Centre for Safer Sex and Sexual Violence Support (Sexual Assault Survivor Support Line)	<p>The center offers drop-in peer support hours, and the Sexual Assault Survivor Support Line.</p>	<p>Hours: Monday – Friday 12 pm – 12 am</p> <p>Phone: 416-260-0100</p>
Centre for Women and Trans People	<p>A student-run safer and inclusive place for all self-identified women, trans people and non-binary individuals on campus. Provides educational pamphlets, referrals and resources on issues that</p>	<p>Phone: 416-979-5255, ext. 2350</p>

	<p>include racism, sexism, homophobia, transphobia, eating disorders, housing, sexual assault, pro-choice resources, violent relationships, support programs, women's health and much more.</p> <p>www.rsuonline.ca/Equity-Service-Centers/Centre-for-Women-and-Trans-People, external link</p>	<p>E-mail: womenandtrans@rsuonline.ca</p> <p>Location: SCC 210</p>
Ryerson Students' Union (RSU) Legal Advice and Referral Services	<p>Legal advice for students related to family and criminal law, legal procedures and documents, and dealing with lawyers.</p> <p>www.rsuonline.ca/Services/Legal-Service, external link</p>	<p>Hours: Appointments available on Tuesdays and Fridays (book ahead)</p> <p>Phone: 416-979-5255</p> <p>E-mail: info@rsuonline.ca</p>
Continuing Education Students' Association of Ryerson (CESAR) Legal Clinic	<p>Free, in-house legal services to CESAR members with in-house lawyer, Bill Reid.</p> <p>mycesar.ca/services/legal-clinic-2/, external link</p>	<p>Hours: Appointments available on Tuesdays only between 3pm - 7pm. Book in advance online.</p>
Continuing Education Students' Association of Ryerson (CESAR) Students Rights Coordinator	<p>CESAR's Student Rights Coordinator can assist with grade appeals or standing, charges of academic misconduct or other issues at the university. They can guide you through the university's policies to protect your student rights.</p> <p>mycesar.ca/advocacy/, external link</p>	<p>Phone: 416-979-5000 ext. 1-7056</p> <p>Email: studentrights@mycesar.ca</p>

Ombudsperson's Office	<p>A confidential information, advice and assistance resource for those who wish to address what they believe to be unfair treatment at the university.</p> <p>You can use this resource if you are not sure what your options are or you would like to discuss how a Ryerson policy or procedure applies to your situation.</p> <p>www.ryerson.ca/ombuds/</p>	<p>Hours: Monday to Thursday 9:30 a.m. – 6:30 p.m. & Fridays 9:30 a.m. to 4:30 p.m. Phone: 416-979-5000, ext. 7450 Location: Oakham House, 2nd Floor, OAK Rooms 214/215/216</p>
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Supports and Services Available in the Community

Name of Services	Supports Available	Contact information
Services for all Genders		
Women's College Hospital Sexual Assault and Domestic Violence Care Centre	<p>For those assaulted within the past week, this support is available 24-hours a day, seven days a week. Women, men, and trans people who are survivors of sexual assault and/or domestic/intimate partner violence can access this support.</p> <p>www.womenscollegehospital.ca/programs-and-services/sexual-assault-domestic-violence-care-centre/, external link</p>	<p>Hours: Monday to Friday 8:30 a.m. - 4:30 p.m. Phone: 416-323-6040</p> <p>Location: 76 Grenville St. (Ground floor (in the AACU), Room 1305)</p>

Victim Services Toronto	<p>Assists people in crisis, 24-hours a day, seven days a week in the immediate aftermath of crime or tragedy.</p> <p>victimservicestoronto.com/, external link</p>	<p>Hours: 24 hours a day Phone: 416-808-7066 E-mail: info@victimservicestoronto.com</p>
Sexual Assault/Rape Crisis Centre of Peel	<p>Provides a 24/7 crisis line, online crisis chat, individual therapy, therapeutic groups and workshops. The online crisis chat can be located here: hope247.ca/, external link</p>	<p>Hours: 24 hours a day Phone: 1-800-810-0180</p>
Toronto Police Services	<p>If you are in immediate danger, call 911. For all other safety issues... please call the 416 number In the next column</p> <p>www.torontopolice.on.ca/, external link</p>	<p>Hours: 24 hours a day Phone: 416-808-2222</p>
Family Service Toronto	<p>Provides professional, short-term, individual, couple and family counselling for people who identify as lesbian, gay, bisexual, trans, queer (LGBTQ)</p> <p>familyservicetoronto.org/, external link</p>	<p>Hours: Monday to Friday 9am-5pm OR Wednesday Walk-in: 3:30-7:30pm Phone: 416-595-9618 Location: 202-128A Sterling Road, Toronto</p>
Central Toronto Youth Services-Pride and Prejudice Program	<p>Programs for lesbian, gay, bisexual, trans, queer, Two-Spirit and questioning youth, ages 13-24. Includes "Yo- Yoga" which is an 8-week trauma sensitive yoga program.</p> <p>www.ctys.org/category/programs/#pride-amp-prejudice, external link</p>	<p>Phone: 416-924-2100</p>
If you self-identify as a woman		

Assaulted Women's Helpline	<p>24-hour telephone support and counselling available in several languages</p> <p>www.awhl.org/, external link</p>	<p>Phone: 416-863-0511</p>
Barbara Schlifer Clinic	<p>Provides counselling, legal information, interpreters and referral for women who have been physically or sexually abused.</p> <p>schliferclinic.com/, external link</p>	<p>Hours: Monday to Friday 9 a.m.- 5 p.m. Phone: 416-323-9149</p> <p>E-mail: intake@schliferclinic.com</p> <p>Location: 489 College St</p>
Fred Victor Centre	<p>24/7 Drop-in for women located in the Adelaide Resource Centre offers a warm, safe and welcoming space with access to health services on site.</p> <p>www.fredvictor.org/womens_24/7_drop-in_program, external link</p>	<p>Phone: 416-392-9292</p>
Toronto Rape Crisis Centre/Multicultural Woman Against Rape	<p>Crisis intervention, counselling and referral for survivors of rape/sexual assault. Open 24 hours.</p> <p>trccmwar.ca/, external link</p>	<p>Hours: 24 hours a day Phone: 416-597-8808 E-mail: crisis@trccmwar.ca</p>
Women's Support Network of York Region	<p>Provides free, confidential services for women who have experienced sexual violence</p> <p>www.womenssupportnetwork.ca/, external link</p>	<p>Hours: 24 hours a day Phone: 905-895-7313 Email: generalinfo@womenssupportnetwork.ca</p>

If you self-identify as a man		
Support Services for Male Survivors of sexual abuse	<p>Provides help for male survivors of sexual abuse, both recent and historical. The program is the first of its kind in Canada and is delivered by agencies across the province. Survivors also have access to a 24-hour, multilingual, toll-free phone line for immediate crisis and federal services</p> <p>www.attorneygeneral.jus.gov.on.ca/english/ovss/male_support_services/, external link</p>	<p>Hours: 24 hours a day Phone: 1-888-887-0015</p>
If you are, or faced abuse when you were under 18, or have children who have been abused		
Sick Kids' Suspected Child Abuse and Neglect (SCAN) Program	<p>Care, support and assessment to children and teenagers who may have been maltreated, and their families. The SCAN program provides a link between SickKids and community doctors and hospitals, Children's Aid Societies, police, schools and other community agencies.</p> <p>www.sickkids.ca/scan/, external link</p>	<p>Hours: Monday to Friday, 9 a.m. to 5 p.m. Phone: 416-813-6275 Location: 555 University Ave (Room 6427, Black Wing)</p>
The Gatehouse	<p>Offers support groups for adult survivors of childhood sexual abuse as well as partners.</p> <p>www.thegatehouse.org/, external link</p>	<p>Hours: Monday to Friday 9 a.m.- 5 p.m. Phone: 416-255-5900 Location: 3101 Lake Shore Blvd West</p>

(1) Where a sanction involves a suspension or expulsion, a notation is put on the student record and transcript in the same manner as described in the Student Code of Non-Academic Conduct (Policy 61).

(2) Ibid

DRAFT RESOLUTION

RE: SEXUAL VIOLENCE POLICY

BE IT AND IT IS HEREBY RESOLVED:

THAT the amendments to the Sexual Violence Policy be approved as presented.

November 29, 2021

BOARD OF GOVERNORS
November 29, 2021

AGENDA ITEM: Sexual Violence Annual Report for 2021

STRATEGIC OBJECTIVES

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

ACTION REQUIRED: Information

SUMMARY:

The 2021 Sexual Violence Report provides to the Board of Governors certain statistics relating to the Sexual Violence Policy and supports provided by Ryerson University (the “University”) for the 2020-21 fiscal year.

BACKGROUND:

Effective July 1, 2019, the Ontario government requires that post-secondary institutions provide their Boards with an annual report on certain statistics regarding the use of supports relating to sexual violence, the number of incidents and complaints received from students and activities undertaken by the University to promote awareness of the supports and services available to students. The attached report covers the period May 1, 2020 to April 30, 2021. Previous year’s reports can be found on Diligent in the Board Resource Center, and are publically posted on the Board website at

<https://www.ryerson.ca/governors/meetings/boarddocuments/>

COMMUNICATIONS STRATEGY: N.A.

PREPARED BY:

Name: Jen McMillen, Vice-Provost, Students

Jen MacInnis, Associate General Counsel and Assistant Secretary of the Board

Date: November 12, 2021

APPROVED BY:

Name: Jennifer Simpson, Provost and Vice-President, Academic

Deborah Brown, Vice President, Administration and Operations

Denise O’Neil Green, Vice-President, Equity and Community Inclusion

Date: November 12, 2021



Ryerson University

2021 Sexual Violence Report

Reporting period between May 1, 2020, and April 30, 2021

August 2021

Introduction

The 2020-2021 academic year has been deeply impacted by the global COVID-19 pandemic. On March 16, 2020, shortly before the start of the fiscal year, Ryerson University moved to an essential services model with most administrative services and classes moving online. Ryerson University's commitment to preventing and addressing sexual violence continues throughout the pandemic. Most of the university's educational services, support services, programming and complaint resolution processes were provided online. The university worked to strengthen its online prevention education and prevention capacity and continues to be a leader in the response to sexual violence on Canadian campuses.

In this unprecedented year, services on campus to address and prevent sexual violence including Consent Comes First, Human Rights Services, Human Resources and Student Care and Student Conduct all actively adapted the way they work to meet the diverse needs of the students, faculty and staff. This has meant expanding online programming, shifting regular working hours to provide support for overseas or out-of-province students, as well as students who need specific appointment times based on their access to privacy. The pandemic has not halted the need for services. Instead, it has shifted some of the ways sexual violence and sexual harassment have looked including but not limited to an increase in requests for support regarding technology-facilitated violence and family violence.

Amidst providing regular services and supports throughout the academic year, Ryerson also created the Sexual Violence Task Force in September 2020. This was in response to the Ontario provincial government mandate that all post-secondary institutions appoint a task force devoted to exploring the ways post-secondary education institutions address and prevent sexual violence on campus. Ryerson established a diverse task force of student representatives, faculty and staff, which produced the "Taking it Further: Ryerson Sexual Violence Task Force Report" of their findings to Ryerson's Board of Governors as well as the Ministry of Colleges and Universities (MCU) in December 2020. An update on the implementation of the Task Force's recommendations can be found on page 21 (Part V: Sexual Violence Task Force).

Background

The university implemented its Sexual Violence Policy (the "SVP") in June 2015. In 2016, amendments to the SVP were made by the university to comply with the Ontario government's requirements under the Sexual Violence and Harassment Action Plan Act (Supporting Survivors and Challenging Sexual Violence and Harassment) ("Bill 132").

Effective July 1, 2019, the Ontario government has required post-secondary institutions to provide their governing bodies with an annual report that details the institution's work and progress on addressing sexual violence.

Consent Comes First (“**CCF**”) works with and provides support to Ryerson students, faculty and staff who have been affected by sexual violence. They deliver education, prevention, training and awareness activities in collaboration with campus partners under this policy. CCF has three full-time staff members, consisting of a manager and two specialists.

Human Rights Services (“**HRS**”) in the Office of the Vice-President, Equity and Community Inclusion (OVPECI), manages the complaint and investigations process including inquiries, consultations, alternative resolutions and investigations related to sexual violence. It provides advice, consultation and training on reporting, complaints and the investigation processes under this policy. HRS has six full-time staff, consisting of a director, an intake and administrative officer, one senior investigator and three resolution and partnership officers.

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PART I: Initiatives and programs to promote awareness of its sexual violence supports and services for students

Sexual violence prevention education and training

E-Learning modules

- A [student eLearning module](#), “This is How We Take Care of Each Other: Addressing Sexual Violence on Campus” was created by CCF in consultation with Ryerson students, faculty and staff. The eLearning module was rolled out to all faculties and 10,000 incoming students who are enrolled in student e-learning.
- **New in 2020/2021** | An employee eLearning module “Building a Campus Where Consent Comes First: Understanding Ryerson's Sexual Violence Policy” was launched in spring 2021. Created by CCF in collaboration with community partners including Human Resources (HR); OVPECI including HRS; Office of the Vice-Provost, Students; Vice-Provost, Faculty Affairs; Ryerson Students' Union (RSU); Continuing Education Students' Association of Ryerson (CESAR); and Ryerson employee unions including OPSEU, CUPE 3904, CUPE 233 and the RFA. The goals of the course are that participants will:
 - Learn about the Ryerson Sexual Violence Policy (SVP) and how it applies to employees, their supervisors and employers;
 - Understand the definitions and impacts of sexual violence and sexual harassment;
 - Understand an employee's role and responsibility as a Ryerson community member under the Sexual Violence Policy and the Ontario Occupational Health and Safety Act (OHSA); and
 - Be better equipped to support someone when they disclose sexual violence.
- **In-person training:** Due to COVID-19 pandemic, all training and workshops were held virtually for 2020/2021.

Education for respondents and/or people who cause harm

The Office of the Vice-Provost, Students and HRS provides opportunities for disciplinary counselling and remedial training for respondents. This includes:

- Training as a part of sanctions or outcomes of the Complaint process;
- Coaching and consultation with students; and
- Disciplinary counselling through the Centre for Student Development and Counselling to provide opportunities for respondents and/or people who cause harm to explore accountability and impact.

Key training offered by Consent Comes First in collaboration with community partners

Note: These workshops are part of a standard compliment that CCF customizes in collaboration with community partners based on their unique requirements.

- 60 workshops and training were delivered to the Ryerson community, including School of Performance; Orientation (leaders, staff, students); TRSM Career and Coop; guest lectures in various courses; Human Resources; Centre for Excellence in Learning and Teaching; Student Affairs and Student Life and Learning; student groups; RSU; TRSM; the Board of Governors; Housing and Residence Life (students/staff); varsity athletes; Centre for Safer Sex and Sexual Violence Support; and Ryerson International. Ryerson staff and faculty were also offered sessions through the HR Learning Events Calendar.
- In the Consent Comes First post-workshop surveys, 95% of participants expressed that they have significant or moderate growth in their learning after attending the training. 100% expressed that they would recommend the training to their colleague or peer.
- **New for 2020/2021 | Consent Comes First Everywhere: Digital Safety** was created in the context that in an increasingly digital world, our reliance on the internet, social media and virtual platforms have become our primary mode of communication and connection. The session reminds participants that even as many of our activities transition to a digital environment that we have the right to feel safe and secure anywhere, including online interactions. This new workshop provides key ways you can secure the information you are sharing with others using VPNs, encrypted email and enhancing password protection. Participants were also provided the opportunity to explore how, along with other community members, we can collectively address online sexual harassment and how to support people who have been harmed.
- **Our Community, Our Responsibility: Addressing Sexual Violence from Policy to Supports** is a workshop designed to help Ryerson community members become knowledgeable on how to build consent culture on campus including the university's commitment to supporting those affected by sexual violence as outlined in the policy; consent as an everyday practice; sexual violence and impacts of trauma; sexual harassment in the workplace; how to deal with disclosures and make referrals to supports on and off-campus.
- **Addressing Sexual Harassment in the Workplace** created a space for participants to learn the different forms of sexual harassment that can occur in the workplace, how to practice consent in the workplace and relevant policies related to workplace safety (including the SVP and the Occupational Health and Safety Act). Participants also learned about bystander intervention as part of the TakeCareRU campaign and how to connect people who have been harmed to support on and off-campus.

- **TakeCareRU: Bystander Intervention to Address Sexual Violence** created a space for participants learn how to intervene when they witness sexual violence or harassment, the ABCs of bystander intervention and how to connect those affected by sexual violence to resources on or off-campus.
- **Be BRAVE: Dealing with Disclosures and Reporting Sexual Violence** - Participants learn the difference between disclosure and reporting and how to support someone affected by sexual violence. Additional learnings include how to refer survivors to support on and off-campus and how to practice self-care after trauma exposure.

Key training offered by HRS on Sexual Violence and the human rights complaint processes at Ryerson include:

Human Rights Services provided 10 custom training sessions on human rights and sexual violence rights and responsibilities with information about the complaint resolution process for sexual violence at Ryerson.

- **Human Rights and the Duty to Accommodate Training for TAs/GAs workshop:** TAs/GAs were introduced to Ryerson's human rights policies and how the duty to accommodate may arise in their roles working with students, including based on sex, gender identity and gender expression.
- **Human Rights Live Online workshop:** In partnership with Centre for Excellence in Learning and Teaching, faculty were introduced to Ryerson's human rights policies, and best practices for managing online learning environments and responding to online violations, including sexually inappropriate and harmful conduct.
- **Human Rights in the Workplace for Placement Students workshop:** Students on placements were introduced to knowledge of their placement employers' obligations under the Human Rights Code towards placement students. We also provided education about their rights and obligations as employees under the code.
- **Sprout Workshop | Equity, Diversity and Inclusion in Technology and Digital Space:** In this workshop, participants interrogated digital technology as communal and contested space(s). We challenged the idea that technology has simply developed over time as a neutral social phenomenon. Students learned about the emergence of capitalism, colonization and how social identity is connected to social regulation and is a proxy for power. The role of social movements and human rights laws and policies were discussed as mechanisms for responding to the inequality that exists in digital spaces. We explored the prevalence of stereotypes and microaggressions that perpetuate social inequality and the role of creators in regulating digital spaces to prevent and respond to discrimination and harassment. The workshop closed with an exploration of some current topics in EDI and digital technology.
- **Faculty of Law session:** Participants were provided an overview of HRS, human rights and the Sexual Violence Policy at Ryerson.

- **Human Rights Duty to Accommodate (non-Disability) Code Grounds (pregnancy, family status, creed, sex, etc.) session:**
 - To inform faculty that Ryerson has a duty to accommodate pregnancy, and non-disability code grounds, not just disability.
 - To inform faculty that they are responsible for discharging that duty when approached by students as AAS only deals with disability accommodations.
 - To educate faculty on the substance of that duty and how to discharge that duty on Ryerson's behalf.
- **TRSM Business Career Hub session:** Overview of HRS and services as a part of the learning series at the TRSM Business Career to discuss different services on campus.
- **Human rights overview to Black faculty and staff in the workplace session:** As a follow-up conversation to the Anti-Black Racism Campus Climate Review, the Black Faculty and Staff Community Network invited HRS to provide information to their members.
- **Combating Anti-Asian Racism training:** HRS was a panellist on this online webinar that was made available to all members of the university community. Its presentation included informing members about the human rights policies and redress processes available at Ryerson University to protect people's human rights, including under the Discrimination and Harassment Prevention Policy and the Sexual Violence Prevention Policy.

Resources

- **New in 2020/2021 | Online Safety Guide:** CCF created an online safety guide with students, faculty and staff to address online harassment. While CCF recognizes the limitations of safety planning, we also recognize how it can be used to enhance and empower our sense of well-being, and reduce the harm that is being caused. The aim of this resource is to give more tools to add to your toolkit for having safer interactions online.
- **New in 2020/2021 | You Choose What to Do Next (in progress):** Throughout 2020/2021 CCF worked with the Consent Action Team to create two legal information guides for survivors navigating the criminal legal process.
- **New in 2020/2021 | Digital Wellness Rooms:** For many, safe spaces are a sanctuary point where we can recharge and feel a sense of validation and belonging. Consent Comes First created a variety of digital rooms for students and survivors across many backgrounds, to help cultivate these feelings while navigating the online world. Each link will take you to an interactive page, where you can click on different objects that will transport you to a different, kinder place on the internet.

- **New in 2020/2021 | I Have the Right to Be (8-week self-compassion workshop series):** The workshop series created by Consent Comes First focuses on strengthening self-compassion when healing from sexual violence. It is a self-directed course that students can sign up for at any time. Each week registered participants will receive via email insights, guided activities, and tools to nurture ourselves! Topics include exploring self-compassion, mindfulness, self-kindness, forming trusting connections, and self-care.
- **New in 2020/2021 | Human Rights and COVID-19 - A Guide for Faculty and Supervisors:** Resource that provides in-depth information about the importance of human rights protections for Ryerson community members taking into consideration the significant equity issues that may arise as a result of the COVID-19 pandemic for members of equity-deserving groups. It also outlines key responsibilities and resources for faculty and supervisors to assist them as leaders in maintaining inclusive learning and working environments.
- **Consent Comes First Folder:** The award-winning package provides comprehensive and accessible information for Ryerson faculty and staff on dealing with disclosures, making referrals for support, resources on and off-campus as well as the difference between disclosure and reporting. Provided to every faculty and staff member on campus.
- **Sexual Violence Complaints Process Folder:** Policies, procedures and regarding the Sexual Violence Policy and relevant rights and responsibilities of the Ryerson community. Pamphlets, postcards and folders of information were created. Infographics and communications materials include a [visual map of the sexual violence complaints process](#) and the discrimination and harassment complaints process.
- **Orientation Guide:** Expanded and updated guide to help plan events for incoming students during Orientation week to ensure that consent comes first. Intended for Ryerson University professional staff, Orientation Week student staff, and students from the various student societies, groups, and course unions.
- **Colouring books:** All three of the survivor colouring books continue to be used across campus as well as downloaded by 500+ post-secondary institutions, law firms, governments, Sexual Assault Centres, Victim Witness Assistance Programs, across North America and Europe.

Groups

- **Curiosity Labs:** This highly popular innovative program is built on evidence-based research to address sexual violence through prevention. Recognizing that providing relationship and sexual health information is a key part of prevention, Ryerson and Laurier worked together to create a workshop series for students that was skills-based. Every month students join these monthly experimental spaces to learn together, ask questions and share ideas on relationship skills. Monthly workshops included:
 - Flirting and Sexting Lab

- Breaking Up and Rejection Lab
- Boundaries Lab
- Apology Lab
- Flirting or Sexting Lab
- Breaking Up and Rejection Lab
- **I'm Writing a New Story - Writing Group for Survivors of Gender-Based Violence** (summer, fall, winter semesters): "Writing A New Story" is a 4 week, closed group for students at Ryerson led by Consent Comes First, where we explore how we can write our own stories of trauma, healing, and resilience in a supportive environment. The group uses Narrative Therapy tools and prompts as a non-pathologizing, empowering, and collaborative approach to allow people affected by sexual violence to start thinking about the stories they hold regarding their trauma, healing, and resilience. It recognizes that people have skills and expertise that can help guide change in their lives.
- **We Heal Together - Group for Black Survivors of Gender-Based Violence** (fall/winter semester): We Heal Together is a monthly support group for Black folks looking for alternative community healing methods led by Consent Comes First. This group acknowledges the systemic barriers and erasure of black folks in survivor-led spaces. As Black people, our experiences with sexual trauma and hypersexualization are influenced by colonialism and anti-Black racism. Healing from our traumas requires different alternative methods that are within a closed safe space for the Black community. We will provide alternative healing methods through mindfulness techniques, reclaiming our narratives and multiple art mediums with guest speakers to help us along our healing journeys. Organized by Cassandra Fullwood.
- **Bloom - A Muslim Writing Group** (winter semester, 6-week series). Bloom is a closed writing group for Muslim students at Ryerson University led by Consent Comes First. Through guided writing prompts, journaling and discussion we will explore healing from trauma, identity, self-care, compassion and pride. Bloom offers Muslim students at Ryerson a safe, non-judgmental and anti-racist space to share, heal and build connections."
- **Tenderqueers - A Self-Care Group for LGBTQIA2S+ Survivors** (winter semester): 1 cycle of a four-week group led by Consent Comes First where 2SLGBTQ+ folks can make connections, explore self-care tools, and take a breath! Open to Ryerson students who are 2SLGBTQ+ and have been affected by gender-based violence. #TenderQueer

Programming, initiatives and events

Emergency call stations and blue poles

Emergency call stations and blue poles provide duress stations where one can activate a blue pull station or call to be connected directly to Security. Ryerson Security will immediately be dispatched to your location. Ten phones are located across campus.

Student Leadership Program

Consent Action Team (CAT), a peer leadership program for Ryerson students to address sexual violence on campus led by Consent Comes First. CAT offers a unique and valuable opportunity for Ryerson students to receive comprehensive training on sexual violence prevention and provides opportunities to create a culture of consent at Ryerson. CAT members assist with the planning and implementation of peer education, awareness campaigns and more. In 2020/2021 30 students participated in the third year working on the following:

- Consultation on services, policy, and programming
- Sexual Violence Taskforce
- Planning Monthly Events (i.e. Consent Week)
- Creating Resources i.e. Navigating the Criminal Legal System
- Media Creation (i.e. Hosting IG Lives)

Practicum Program

Consent Comes First created a training program for BSW and MSW students, prioritizing Indigenous, Black, racialized students interested in working on gender justice issues. The hope is to increase the representation of these communities in gender justice work. CCF created a summer course that is a prerequisite for placements at CCF and monthly assignments throughout the placement to enrich the learning experience. CCF worked with five BSW and MSW placements students in 2020/2021.

Social media campaigns on sexual violence

- **#ConsentIsNotCancelled:** Campaign to raise awareness of the ways sexual harassment and sexual violence can occur online.
- **#TakeCareRU:** Bystander intervention campaign to engage Ryerson community members in conversation and action to address sexual violence.
- **#TakeCareRUonline:** Bystander intervention campaign to engage Ryerson community members in conversation and action to address sexual violence.

Initiatives

- **Curiosity Labs:** A relationship skill-building program for Ryerson students to explore communication, boundaries, rejection, sexual health, pleasure and conflict. The monthly program was created in collaboration with CCF, Carleton and Laurier University.
- **Consent Action Week:** CCF works with other Ontario universities to host an annual Consent Week to explore the prevention, intervention, and support to address sexual violence on campus in January 2021. Programming included Consentful Tech with Una Lee and Stories Spark Change: An evening with Chanel Miller, hosted by Eternity Martis.
- **Ryerson Reads:** Created the inaugural campus-wide common reading program for students, faculty and staff with Ryerson Library. It was an opportunity for the community

to listen to voices and stories that are vital to our campus growth. Through events and programming, Ryerson community members are invited to meaningfully read and reflect together during the academic year. By opting into the program they received a free copy of this year's selection. We had 500 Ryerson community members pick up a free book and over 5600 participate in events, workshops and IG Lives.

This year's selection was Ryerson alumni Eternity Martis's book "They Said This Would Be Fun". This engaging book is about being a Black student on a predominantly white campus dealing with misogynoir and other forms of anti-Black racism. A book-smart kid from Toronto, Eternity was excited to move away to Western University for her undergraduate degree. But as one of the few Black students there, she soon discovered that the campus experiences she'd seen in movies were far more complex in reality. Over the next four years, Eternity learned more about what someone like her brought out in other people than she did about herself. She was confronted by white students in Blackface at parties, dealt with being the only person of colour in class, and was tokenized by her romantic partners. She heard racial slurs in bars, on the street, and during lectures. And she gathered labels she never asked for: Abuse survivor. Token. Bad feminist. But, by graduation, she found an unshakeable sense of self—and a support network of other women of colour. Using her award-winning reporting skills, Eternity connects her own experience to the systemic issues plaguing students today. It's a memoir of pain, but also resilience.

- **We Believe You** (self-care newsletter 450+ subscribers): CCF bi-weekly newsletter with content that includes artwork, events, programming, resources, and self-care tips for survivors and allies.
- **WAVES newsletter** (1500 subscribers): CCF monthly newsletter that highlights programs, events and resources with the wider Ryerson community.
- **How I Dress is Never a Yes**: CCF worked with Laurier and Carleton to create a pop-up online gallery that challenged the pervasive rape myth that someone's outfit, attitude or actions cause sexual violence. It featured student stories of resilience, healing and resistance. The clothing and affirmations were displayed with an image caption by student survivors from October - November 2020.

Events

- **Break the Ceiling - Women's and Gender-Non-Binary People Networking Session** (October 28, 2020): Consent Comes First in collaboration with Ryerson Career and Co-op Centre created a networking and mentorship session for women and gender non-binary people. Discussion topics included: Learning from failure, mental health, mentorship, negotiating pay and promotion, personal branding, setting boundaries and assertiveness.
- **Consent Is Not Cancelled speakers series**: A collaboration between Laurier, Carleton and Ryerson, the Consent is Not Cancelled speaker series was an opportunity to

engage with gender-based violence experts to present on a variety of topics, including police abolition, consentful tech, and misogynoir.

- **Sexting and Secrets with Bex HH** (October 29, 2021): This interactive workshop was an opportunity for students, staff and faculty to explore strategies for keeping our most intimate mobile and internet communications safe and private in ways that matter to you. The workshop explored mobile phone privacy, surveillance and online identity and we shared our creative strategies for keeping intimate and online relationships safe and private.
- **Non-Toxic Masculinity with Richie Reseda** (November 24, 2021): Toxic masculinity is the measuring of masculinity by toxic standards--namely by a man's ability to dominate through violence, sex, ownership and emotionlessness. This workshop explored the possibilities of masculinity with internationally renowned speaker Richie Reseda.
- **What is Good Digital Consent? A Workshop with Una Lee** (January 26, 2021): Examples of bad digital consent practices are all around us, from shady data collection practices to revenge porn. This workshop explored what we can do about digital consent with the Consentful Tech Project. They work to raise awareness, develop strategies, and share skills to help people build and use technology consentfully.
- **Consent Changemakers - Black Students in Canada Addressing Sexual Violence at Universities** (February 23, 2021): This panel brought together Black Students in Canada who are addressing sexual violence including Casandra Fullwood (Ryerson University), Vatineh Magaji (University of Manitoba), Chole Kemeni (McGill University) with moderator Amal Elmi. It was an opportunity to learn about ways to address sexualized violence and create change on our campuses. Hosted in partnership Ryerson University, Sir Wilfrid Laurier University, and Carleton University.
- **Is It Too Late For All That Lovey-Dovey Shit? Creating Real Life Spaces For Black Men To Love with Richie Reseda** (February 10, 2021): This was a closed space for Black men from Ryerson and Laurier to connect through a talk led by Richie Reseda. Richie is an abolitionist-feminist producer and organizer who spent 7 years in prison, where showing vulnerability can be life-threatening. Richie shared his experience around being his full self in a patriarchal and oppressive world that often tells men to leave our emotions out of the equation. The talk covered topics like self-love and accountability for Black men. It created a space for Black men to explore how to have the power to stand up against systemic oppression in our communities as well as radically and tenderly love each other and be loved in ways that make our movement stronger and our lives better. Presented by Consent Comes First, Student Affairs's Black Excellence Committee and Laurier University.

- **National Day of Remembrance and Action on Violence Against Women** (December 4, 2020): Consent Comes First chaired Ryerson University's December 6 organizing committee with multiple partners on campus including HRS in the OVPECI, CESAR, Faculty of Engineering and Architectural Science, Ryerson Athletics and Recreation. The annual event is an opportunity for the Ryerson community to come together to mourn the women killed at the L'Ecole Polytechnique in Montreal on December 6, 1989, and women killed in 2020. This year our focus was on community care. The memorial included a teach-portion about how to respond to disclosures of gender-based violence.
- **Yoga for Healing, Self Love, and Boundaries** (February 23, 2021): A movement-based workshop for survivors with Yami Msosa. They are a movement-based practitioner who works at the intersections of gendered and racial violence, based in Tkaronto. Yami weaves ancestral teachings, decolonial practices and movement to support connection to space and place. Hosted in partnership Ryerson University, Sir Wilfrid Laurier University, and Carleton University.
- **Not Your Exotic: East and Southeast Asian Women Addressing Gender-Based Violence** (March 4, 2021): The event featured activists, advocates and writers Olivia Chow, Masia One, Catherine Hernandez, Hijin Park, and Kai Cheng Thom who explored East and Southeast Asian perspectives on addressing gender-based violence with host, Toronto City Councilor Kristyn Wong-Tam. Recognizing that violence against East and Southeast Asian communities is on the rise, this timely panel was an opportunity to listen to community members share strategies for the next steps. It discussed the long history of the community being targeted, exoticised and diminutized by non-Asians including being used by white supremacy as a "model minority", or being used as cheap labour, to our cultural practices of patriarchy. Organized: Consent Comes First, the Office of Sexual Violence Support and Education, Faculty of Arts, Ryerson's Advisory Committee to Combat Anti-Asian Racism, and Toronto City Councillor Kristyn Wong-Tam.
- **Self-Care Crafternoon with the Consent Action Team** (March 19, 2021): An end-of-year event with the Consent Action Team that explored self-care practices using crafts. Together students created art together, listening to some soothing music, and creating affirmations for ourselves.
- **Ryerson Reads Events**
 - Monthly #RyersonReads **Tea and Chat with Zanele and Dhriti** on Consent Comes First Instagram Live. From September to March, 500 people monthly joined Ryerson students Zanele and Dhriti to explore themes chapter by chapter in the "They Said This Would Be Fun".
 - **Writing Black Joy**: A fall writing workshop for Black Ryerson community members with Eternity Martis. Most mainstream stories about Black lives are often about trauma and violence—which can beget more trauma. The workshop provided a space to explore what if we shifted the narrative to include more stories about Black joy. It provided space to write about struggles, but from a

place of love, laughter, and light. Participants were able to identify several moments in their life where joy —whether in the form of a family member or friend, an interaction with a stranger, a life-changing event, or an act of self-love (or defiance)— brought them clarity and joy during a tough time. Presented by Consent Comes First, Ryerson Library and Human Rights Services.

- **Writing Trauma Through Comedy** (January 28, 2021): A winter writing workshop for the Ryerson community with Eternity Martis. This workshop explored the benefits of humour when writing about trauma. It provided an opportunity for participants to explore the benefits of reading stories about the trauma that has a humorous element. How we can use humour and tone when writing about rape culture and #MeToo, a break-up, depression or anxiety, and near-death experiences and how it can help to better understand ourselves and the situation. Presented by Consent Comes First, Ryerson Library and Human Rights Services.
- **They Said This Would Be Fun Talk Back Panel: Misogynoir on Campus** (November 25, 2020): Held panel discussion on International Day for the Elimination of Violence Against Women to discuss the themes within the national bestseller, *They Said This Would Be Fun*, with author Eternity Martis in conversation with Dr. Notisha Massaquoi, Marcelle Mullings and Zanele Chisholm to explore the impact of misogynoir on campus. Presented by Consent Comes First, Ryerson Library and Student Affairs's Black Excellence Committee.
- **They Said This Would Be Fun: Black Women in Journalism Panel** (March 10, 2021): Held an intergenerational panel discussion to explore Black Women in Journalism's experience with Massey College William Southam Journalism Fellow, CBC Radio One Host, producer, and founder of Media Girlfriends, Nana aba Duncan moderating a riveting discussion with Vicky Mochama, writer and podcast host, Dr. Rita Sharon Deverell, theatre artist, television producer/director, scholar, and co-founder of Vision TV, Kathleen Newman-Bremang is a Toronto-based writer, editor, producer and graduate of the Ryerson School of Journalism, and award-winning Toronto-based journalist, editor and Ryerson School of Journalism, Eternity Martis. They shared their experiences as Black women in the field of journalism, discussed the changes the profession needs to implement, and how they are building community together. Presented by Consent Comes First in partnership with Ryerson University Library, Media Girlfriends and Ryerson School of Journalism.
- **Reading Club:** Created monthly digital package with a guide for book clubs, writing reflections, playlists, self-care resources for the 500+ members of the Ryerson Reads group.
- **International Women's Day Committee (IWD):** Human Rights Services chaired the university's IWD organizing committee with multiple partners on campus to coordinate programming for International Women's Day across campus. HRS provided event

partners support such as accessibility support, promotion and coordination.

- **Human Rights Services led the keynote event: Women at the Front and Centre of the COVID-19 Pandemic - Facing disproportionate impacts and driving change.** This event brought together women in leadership roles within the Ryerson and the larger community for a panel discussion about the important role women have played in response to the COVID-19 pandemic, and how women and other marginalized communities have been disproportionately impacted by the pandemic, including in ways further entrenching and exacerbating existing inequities.
- **Human Rights Services hosted the Rage Becomes Hxr - Ungendering anger workshop** which explored the role of rage and anger as a tool for empowerment for women-identified folks.

PART II: Number of supports, services and accommodations relating to sexual violence requested and obtained by students

Supports, services, and accommodations

Ryerson works closely with survivors, complainants and respondents to provide support, services, and accommodations from a trauma-informed approach. Supports is made available to students collaboratively. These include:

- Helping survivors identify, process, and navigate the traumas they have experienced;
- Guiding complainants, respondents and witnesses to navigate complaint processes;
- Providing support in every stage of the university's investigation process under the SVP;
- Advising and assisting survivors with options external to the university that are available to them, including reporting an incident to the Police;
- Assisting survivors in court proceedings, including gathering information and communicating with the Crown Attorney in criminal proceedings;
- Supporting survivors in making an application for financial compensation through the Criminal Injuries Compensation Board;
- Referring and/or accompanying survivors to medical appointments, including on and off-campus counselling;
- Helping survivors navigate the Ontario Students Assistance Program to secure financial support;
- Accessing housing support;
- Providing letters of support for academic considerations, course drops and withdrawals, and grade appeals;
- Developing and implementing safety plans for survivors;

- Facilitating support for student respondents during an SVP investigation, including academic consideration, financial support, access to counselling, and referrals to other internal and external resources.
- Working with respondents after decisions are issued to ensure the completion of sanctions, compliance with remedies/penalties;
- Helping student respondents transition back to the university after suspensions.

Services

Ryerson provides expedited referrals to counselling for students affected by sexual violence twice a week. The university offers students:

- Crisis counselling, individual therapy and group therapy.
- Disciplinary counselling to respondents involved in the SVP disciplinary process. This includes consent training on a variety of topics, including, but not limited to: Accountability, toxic masculinity, healthy relationships, the role of drugs/alcohol in harmful behaviours and healthy sexuality.

Accommodations

Ryerson provides students with accommodations that are carefully tailored to the circumstances of each student. Such accommodations include:

- Academic considerations (short-term modifications to students' coursework, having regard to the student's experience(s) of trauma).
- Workplace accommodations (for students that have concurrent staff roles), and housing accommodations (for safety planning).

Trends in support requests

- Online harassment
- Forced marriage
- Domestic violence
- Sibling abuse
- Stalking

The numbers

Between May 1, 2020, and April 30, 2021, 221 students requested and obtained support. This includes survivors requesting support, services, and accommodations as a result of disclosures, as well as respondents requesting support, services and accommodations as a result of an investigation. The breakdown of these supports, services, and accommodations for the reporting period is as follows:

Table 1: Number of students who requested and obtained support from May 1, 2020 to April 30, 2021

	Number of students making requests	Supports requested and obtained	Services requested and obtained	Accommodations requested and obtained
Complainants/ survivors	143	574	183	71
Respondents	16	80	24	1
Total	221	654	207	72

PART III: Number of incidents and complaints of sexual violence reported by students

Between May 1, 2020, and April 30, 2021, the total number of complaints received by students and investigated by the university is reflected in the following table:

Table 2: Number of incidents and complaints of sexual violence reported by students from May 1, 2020 to April 30, 2021

Incidents and reports of sexual violence by students May 1, 2020, to April 30, 2021	Number
Total incidents and complaints reported to the university This number includes incidents and complaints from students who wish to remain anonymous, incidents reported by students other than the complainant/survivor, and student reports to security regarding sexual violence that have no identifiable respondent etc.	38
Complaints of sexual violence reported by students to the university under the Sexual Violence Policy May 1, 2020, to April 30, 2021	
Total complaints investigated	12
Type of complaints investigated*	
Number of complaints of sexual harassment	9
Number of complaints of sexual assault	4
Number of complaints/reports of stalking	0
Number of complaints/reports of indecent exposure	0
Number of complaints/reports of voyeurism	0
Number of complaints/reports of sexual exploitation	0

*In some cases reported, the complaint included allegations of more than just one type of sexual violence. This accounts for why the number and types of incidents investigated are greater than the total complaints investigated during the reporting period.

Part IV: Implementation and effectiveness of the SVP

The SVP reflects Ryerson's commitment to addressing sexual violence in all forms at the university and commits the university to initiatives that raise awareness of sexual violence; prevent and reduce sexual violence; promote a culture of consent; respond to the needs of survivors; and provides for internal redress including through complaint resolution services. The SVP is relatively new and up to date, having been first implemented in 2015, with subsequent reviews in 2016 and 2019. The SVP requires a review every three years as per Bill 132, the Ministry of Colleges and Universities regulations.

The policyholders will start working together in Fall 2021 to create a framework for the policy review to commence in Winter 2022.

Part V: Sexual Violence Task Force

In March 2019, the Ontario Government mandated all post-secondary institutions to create a Task Force devoted to exploring the ways institutions address and prevent sexual violence on campus. The Ryerson Sexual Violence Task Force was asked to provide a report to the Board of Governors with recommendations on how to strengthen a culture of consent on campus so that all members of the community can learn, work and live free of sexual harassment and sexualized violence. It was responsible for assessing the sufficiency of Ryerson's sexual violence policy, assessing the effectiveness of current programs and services to combat sexual violence on campus, and providing recommendations on the additional steps that Ryerson may take to ensure a safe environment for all.

In September 2020, Ryerson established a diverse Task Force of student representatives, faculty and staff led by a current Ryerson student Casey Dobson and recent alumni, Jessica Ketwaroo-Green. Together they coordinated interviews, surveys, presentations and research to create a thorough report with 18 key recommendations. The recommendations included increasing supports to sexual harassment in experiential learning to addressing sexual relationships between students and employees. The recommendations were included in the "Taking it Further: Ryerson Sexual Violence Task Force Report", which was shared with Ryerson's Board of Governors as well as the Ministry of Colleges and Universities in December 2020.

The Task Force's report stated that "Ryerson's commitment has been demonstrated through its wide array of projects, programs, education, literature and campaigns which aim to address and prevent sexual violence on campus." While the Task Force's overall review was positive, it made multiple recommendations to further Ryerson's capacity to respond to sexual violence. Based on the recommendations of the Task Force, Ryerson University has:

- Established a working group to explore procedures and processes to address sexual violence and sexual harassment within experiential learning opportunities;
- Implemented more comprehensive virtual educational and awareness campaigns including an online harassment bystander education program; and
- HRS has received further training on trauma-informed complaint investigation practices to strengthen the complaint resolution process's trauma-informed and survivor-centred capacity.

**BOARD OF GOVERNORS MEETING
November 29, 2021**

AGENDA ITEM: Ryerson Retirement Pension Plan Amendment no. 6

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: Approval

SUMMARY: In April 2018, regulations under the Ontario *Pension Benefits Act* were amended, and therefore it is necessary to amend the Ryerson Retirement Pension Plan (“RRPP”). The amendment is in respect of contribution requirements only. The plan amendment has been reviewed by both the consulting actuaries and external legal counsel. Changes to the plan text are highlighted in the attachment which apply to Sections 4.04 and 4.06, and also include a new Section 4.08.

BACKGROUND: These changes are the result of pension funding reform measures which were presented to the Employee Relations and Pensions Committee at meetings held in 2019. The RRPP is being amended now since it was necessary to do so within 12 months of filing a valuation that incorporates the new regulations. For the RRPP this was the December 31, 2019 valuation that was filed in December 2020. Therefore the amendment must be filed by December 15, 2021.

COMMUNICATIONS STRATEGY: N/A

Attached: Amendment no. 6 with tracked changes

PREPARED BY:

Name: Jan Neiman, Director Pensions & Benefits
Date: November 11, 2021

APPROVED BY:

Name: Jenny O'Donnell, Chief Human Resources Officer
Date: November 11, 2021

AMENDMENT NO. 6
RYERSON RETIREMENT PENSION PLAN

WHEREAS Ryerson University (the “University”) established the Ryerson Retirement Pension Plan (the “Plan”) effective April 1, 1964, as amended from time to time;

WHEREAS the Board of Governors of the University (the “Board”) reserves the right to amend the Plan pursuant to Section 16.01 of the current Plan text;

WHEREAS the Board wishes to amend the Plan, effective December 31, 2019, to incorporate changes to the Pension Benefits Act (Ontario) in respect of contribution requirements; and

NOW THEREFORE BE IT RESOLVED THAT, effective December 31, 2019, the Plan is amended as follows:

1. Section 4.04 is deleted and replaced by the following:

“4.04 Contributions by the Employer

Subject to Section 4.06(a), the Employer shall contribute to the Pension Fund, upon the recommendation of the Actuary, an amount equal to the contributions made by Members who are employed by the Employer as required by the following Sections:

- (a) Section 4.01;

AND

- (b) Section 4.02; except Section 4.02(g) and Section 4.02(i);

provided however, the Employer shall contribute only to the extent of Salary in respect of a Member that produces the maximum pension.

In addition, the Employer shall contribute to the Pension Fund, upon the recommendation of the Actuary, any contributions the Employer has elected to make under Section 4.01 or Section 4.02(b), as the case may be. Provided however, the Employer shall not make contributions to the Pension Fund in excess of the maximum amount which may be permitted under the Income Tax Rules, or any other applicable legislation as may be in force from time to time.

An amount required to be paid into the Pension Fund as provided above shall be payable in monthly instalments, subject to the Act and the Income Tax Rules.”

2. Section 4.06 is deleted and replaced by the following:

“4.06 Contributions for Deficiency or Surplus

If at any time the assets of the Pension Fund:

- (a) are not sufficient to provide for all benefits under the Plan earned in respect of Credited Service up to that time, the deficiency therein, as determined on the advice of the Actuary, shall be payable into the Pension Fund by the Employer over a period of time not exceeding the maximum permitted under the Act and the Income Tax Rules. Such deficiency shall also include any unfunded liability and reduced solvency deficiency, and the cost of any Plan amendment that increases going concern liabilities, where required and as defined in the Act.

OR

- (b) are in excess of the amount required to provide the benefits under the Plan earned in respect of Credited Service up to that time, such excess may be retained as a contingency reserve or applied to the improvement of benefits hereunder or to reduction of contributions of the Members and the Employer, as may be determined by the Board on the advice of the Actuary.

Upon discontinuance of the Plan, after provision has been made to meet all liabilities under the Plan, any surplus assets then remaining shall be divided into two equal shares, one share to be paid to the Employer and the other share divided among the Members, Former Members, Pensioners and their Beneficiaries and Spouses as appropriate, in accordance with the provisions of Article 16.”

3. A new Section 4.08 is added as follows:

“4.08 Minimum Funding Requirements

For greater certainty, based upon the advice of the Actuary, the total contributions made by Members and the Employer under Section 4.01, Section 4.02 and Section 4.04 shall satisfy the minimum funding requirements in respect of the normal cost of the benefits currently accruing to Members, including contributions required in respect of any provision for adverse deviations, as defined in the Act.”

RESOLVED FURTHER THAT the appropriate personnel of the University is authorized to execute such other agreements, certificates, consents, corporate papers and other documents, make such payments and take all other action (including the filing of all required documents with appropriate governmental agencies and ensuring compliance

with any reasonable charges or conditions imposed by the Canada Revenue Agency, the Financial Services Regulatory Authority of Ontario, or any other appropriate governmental authorities in connection with the actions authorized or approved in the foregoing resolutions) that such official of the University deems necessary or desirable to carry out the intent and purposes of the foregoing resolution.

DRAFT RESOLUTION

Re: Ryerson Retirement Pension Plan Amendment no. 6

BE IT AND IT IS HEREBY RESOLVED:

THAT the Board of Governors approves the amendment to the Ryerson Retirement Pension Plan required in connection with changes to the *Pension Benefits Act* (Ontario) effective December 31, 2019, as presented.

November 29, 2021

BOARD OF GOVERNORS MEETING
November 29, 2021

AGENDA ITEM: Financial Statements (unaudited) for the period ending October 31, 2021

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: Approval

SUMMARY:

The second quarter unaudited financial statements for the six (6) months ending October 31, 2021 indicate that Ryerson University (the “University”) is on track to meet the 2021-22 budget as approved by the Board of Governors in April 2021.

BACKGROUND:

The Balance sheet summarizes the assets and liabilities as of the period ended October 31, 2021. Best estimate projections to the end of the fiscal year April 30, 2022 have been provided where practical. Also, comparisons to the actual results for the previous year end April 30, 2021 are included. As some figures in the financial statements are dependent on actuarial assumptions and market conditions, estimates are not practical and normally adjusted at year end.

The Statement of Operations summarizes the major revenues and expenditures with actuals for the six (6) months ending October 31, 2021. The 2021-22 annual budget has been prorated to this 2nd quarter budget in order to make comparisons to the actuals to October 31, 2021. Best estimate projections to the end of the fiscal year April 30, 2022 have been provided based on the actual results to date, trends and expected changes.

The Statement of Operations includes all consolidated financial activities of the University. The University uses fund accounting in its financial and budgetary accounting system to manage all activities within segregated funds (as summarized on the annual approved consolidated budget schedule: operating, student funded, ancillary, trust and endowment, and research and other restricted grants).

These segregated funds are regularly monitored by the departments, researchers and divisions responsible for their use, as well as centrally within Financial Services through on-line access,

reporting and monitoring. Oversight of segregated funds exist to ensure that they are used for the purposes intended, not used to fund operating activities, and to ensure that variances to budget within these segregated funds are proactively monitored and corrective action can be taken as needed.

HIGHLIGHTS:

Balance Sheet:

- The cash and investments position continue to remain in a solid position, mainly due to proceeds of the \$250 million (“M”) debenture issued on May 4, 2021. The restricted investments include deferred revenue contributions relating to large federal grants such as Future Skills Centre and Magnet’s Student Work Placement Program (“SWPP”). The deferred revenue contributions for the period decreased by \$171M primarily due to return of \$112M of unspent funds in October 2021 related to the SWPP-2020 program, as per the funding agreement and secondly due to increase in activities related to these programs.
- Cash and non-endowed investment balances are reviewed on an ongoing basis to ensure that adequate restricted cash is available for the intended future restricted use. Various analyses are prepared and reviewed quarterly that attributes components of investments available for future spending of deferred revenue contributions. The total cash uses and sources of cash are detailed in the Statement of Cash flows.
- Accounts receivable and deferred revenues are at their highest point at this time of the year, reflecting the normal student fee cycle. Winter term fees have been assessed but are not yet due nor earned as of October 2021. Given the pandemic, payments on student accounts have been delayed but active collection activities have resumed this fall. Reasonable provisions are being made for bad debts.
- All other assets and liabilities are trending as expected for this time of year.
- Employee future benefits (pension and other) are updated annually at the fiscal year end as they are dependent on actuarial assumptions and related market conditions that will exist at the fiscal year end. Given the potential volatility and materiality of this balance, the actuaries have been asked to provide a mid-year estimated update for the pension fund. This will be completed in late November 2021 and incorporated into the January 31, 2022 report.
- Net assets are directly impacted by operating results and from the market driven volatility of employee future benefits and the interest rate swaps. Refer to details in the Statement of Net Assets.

Statement of Operations:

- Government grants for general operations are expected as planned.
- Restricted government grants and contract projections includes Magnet SWPP-2021 flow through of \$46M and funding for Future Skills Centre which are reflecting a large level of activity in grant revenues. The expenditures for payments made to other institutions and sub-grantees are reflected as a separate expenditure category.
- Domestic and international undergraduate tuition revenues are trending towards a moderate increase over last year due to increased enrolment, and are slightly offset by lower enrolment in graduate programs.

- Ancillary Service revenues reflect an increase in activities this fall primarily from residence and food services operations. Ancillary net losses that were projected in the approved budget at \$9.4M are expected to improve and estimated, at this time, to be closer to \$6M.
- Salaries and benefits are expected to increase as in prior years with only a minor variance to the budget.
- Materials and supplies are projected to increase by \$6M due to the direct costs related to the SWPP-2021 grant activities. At this time, departmental COVID-19 costs incurred are approximately \$1.8M which includes system software, PPE and equipment. A provision for COVID-19 losses and costs has been set aside through internally restricted funds; funds that would normally have been available for other discretionary and strategic priorities.
- Bursaries and scholarships are projected to be consistent with the budget.
- Interest rate swap liability decreased due to changes in the yield curve used to value the swaps since year end which has resulted in an unrealized gain of \$4.2M. There is no change projected for the fiscal year end as market conditions that will exist at year end are not estimated.
- Sub grants to partner institutions are projected to increase by \$40M reflecting additional flow through grant related to SWPP-2021.
- Excess of revenues earned less expenses represented in the quarter budget includes ancillary losses projected in the approved budget, year-end results are projected to improve.

ATTACHED

- Financial Statements (unaudited) for the period ending October 31, 2021.

PREPARED BY:

Name: Ravi Haldavnekar, Controller & Director of Financial Accounting & Reporting
 Nadia Ferrari, Director, Budget Administration and Advisory Services
 Liana Quach, Manager Accounting and Reporting

Date: November 10, 2021

APPROVED BY:

Name: Joanne McKee, Chief Financial Officer

Date: November 11, 2021



Financial Statements

October 31, 2021

(unaudited)

Ryerson University
CONSOLIDATED BALANCE SHEETS
[amounts in thousands]

	Period Ended October 31, 2021 Actual - Unaudited \$	Year Ended April 30, 2021 Actual - Audited \$	Year Ended April 30, 2022 Projected \$	Comments
ASSETS				
Current				
Cash, cash equivalent & short term investments	178,837	130,530	132,856	Cash & Investments together (\$808M) reflect increase in cash from debenture proceeds of \$250M and unused funds for restricted purposes, some of which are a flow through. Slight increased cash projected at year-end as spending for major capital projects are expected to commence next year. Reflects seasonal pattern with student fees due for fall only. Year-end projection assumes conservative balance to account for COVID after effects.
Accounts receivable	178,692	35,237	39,000	Collection efforts have resumed.
Prepaid expenses	5,454	15,609	15,500	Reflects expenses paid but not yet incurred. Trend consistent with prior years.
Inventories	1,959	1,285	1,200	Year over year change reflects increase with on-campus activity with partial re-opening this fall.
Current portion of long-term note receivable	344	334	167	Student Campus Centre & RFI
Total current assets	365,286	182,995	188,723	
Investments (endowment, restricted & other purposes)	629,660	554,179	636,821	This includes long term cash including endowment, restricted funds, capital projects and funds held with an intent of long term purpose. See Cash comment above.
Employee future benefits - pension	84,551	84,551	84,551	No change. Will be updated with approximation by actuaries for Q3. Officially updated at year end.
Long-term note receivable	3,763	3,940	3,596	Student Campus Centre & RFI
Capital assets, net	1,241,966	1,251,051	1,232,881	Capital Plan - major capital activity reduced this this year, expected to commence next year.
Total Assets	2,325,226	2,076,716	2,146,572	
LIABILITIES AND NET ASSETS				
Current				
Accounts payable and accrued liabilities	90,048	92,465	80,000	Reflects slight increase in payroll accrual of \$1M compared to prior year, overall increase in spending & student groups fees collected/payable return to pre-covid level.
Deferred revenue	195,848	27,098	22,000	Reflects seasonal pattern, timing of government grants & deferral of winter student fees.
Current portion of long-term debt	8,777	8,550	9,041	Current portion of BMO & TD loans.
Current portion of fair value of interest rate swap	5,215	6,142	5,215	Current portion of Long term SWAP - see comments below.
Total current liabilities	299,888	134,255	116,256	
Employee future benefits - other	32,958	32,958	32,958	No change. Officially updated at year end.
Long-term debt	508,192	262,605	503,827	Balance of BMO / TD loans and debentures issued. Reflects additional \$250M issued on May 4, 2021.
Fair value of interest rate SWAP	18,802	22,099	18,802	Fair value affected by a changes in yield curve used to value swaps. Generally, a steepening of the yield curve will result in an increase in the value of the swap position, and a flattening of the yield curve will result in a decrease in the value of the swap position.
Deferred revenue contributions	143,064	314,304	148,064	Externally restricted research grants and donations received in advance of expenditures incurred. Decrease to year-end reflects increased activity during the period & return of unused Magnet -SWPP 2020 funds of \$112M.
Deferred capital contributions	273,741	271,580	275,902	Externally restricted grants and donations for capital purposes, amortized over the life of the assets.
Total Liabilities	1,276,645	1,037,801	1,095,809	
Net assets				
Endowments	141,103	140,867	141,339	Donations during the year, change in FMV of funds held with Fiera Capital in long term investments referenced above.
Other	907,478	898,048	909,424	See statement of Net Assets attached
Total net assets	1,048,581	1,038,915	1,050,763	
Total Liabilities and Net assets	2,325,226	2,076,716	2,146,572	

Ryerson University
CONSOLIDATED STATEMENT OF OPERATIONS
[amounts in thousands]

	Period Ended October 31, 2021 Prorated Budget	Period Ended October 31, 2021 Actual - Unaudited	Year Ended April 30, 2021 Actual - Audited	Variance Fav (Unf) Actual vs Budget	Year Ended April 30, 2022 Projected	Comments
	\$	\$	\$	\$	\$	
REVENUE						
Government grants for general operations	129,649	130,335	260,361	686	260,670	Consistent with budget and cash flow as expected from MCU.
Government grants and contracts for restricted purposes	83,335	122,340	191,126	39,005	236,072	Restricted grants are recognized as income as expense is incurred, these include large federal grants for Future Skills and Magnet- SWPP. The Magnet -SWPP 2020 grant use was extended with \$40M being spent and recognized in the current year. Year end projection includes new Magnet-SWPP 2021 funding of \$46M to be spent by fiscal year end. Related expenses are reported under sub-grants to partner institutions and salaries/material supplies.
Student Fees	208,053	212,680	408,117	4,627	407,484	Favourable variance to budget due to higher enrolment for domestic and international undergraduate, slightly offset with lower enrolment graduate programs. and increases in ancillary fees of \$1M, prior year ancillary fees were on a temporary hold due to COVID.
Sales and services	7,489	6,977	11,339	(512)	13,954	Year over year results reflect an increase in ancillary activities, primarily for residence and food services. At this time, the year-end net loss is anticipated to be lower than that projected in the approved budget.
Donations recognized	5,378	5,869	14,496	491	11,738	Recognition of restricted donation revenues earned to match expenses incurred.
Amortization of deferred capital contributions	6,074	6,214	13,567	140	12,428	Amortization of contributions for capital projects over life of assets.
Investment, and Other Income	7,594	8,520	13,511	926	12,668	Favourable variance to budget from realized gain in RFI's investment holdings of \$1.6M offset by lower than expected investment income due to low interest rates.
	447,572	492,935	912,517	45,363	955,014	
EXPENSES						
Salaries and benefits	284,815	282,665	540,311	2,150	567,330	Reflects planned budget - staff and faculty growth and wage and benefit escalation.
Materials, supplies, repairs and maintenance	85,848	82,894	145,048	2,954	141,191	Expenses as per planned budget, remain consistent with prior year and reflect slightly reduced on-campus activities due to COVID restrictions. Year end projection includes spending related to SWPP 2021 of \$6M.
Bursaries and scholarships	26,095	25,305	53,671	790	50,610	Result consistent with planned budget.
Interest	10,637	10,410	13,063	227	20,820	Includes interest on TD / BMO loans & \$130M and \$250M bond issuance on May 4, 2021.
Sub-grants to partner institutions	18,709	61,603	95,802	(42,894)	123,206	Category reflects flow through grant activity to partner institutions or other entities. Results include expenses related to \$40M unspent Magnet SWPP 2020. Year end projection includes spending related to Magnet SWPP 2021.
Amortization of capital assets	24,270	24,853	51,471	(583)	49,706	Amortization of Capital Assets over the life of the assets.
	450,374	487,730	912,053	(37,356)	952,863	
Revenue less expenses, before unrealized gain (loss) on Interest rate swaps	(2,802)	5,205	464	8,007	2,151	Quarter budget figure includes ancillary losses projected in the approved budget, the year-end results are expected to improve.
Unrealized gain (loss) on interest rate swaps		4,225	12,513	4,225	4,225	TD & BMO SWAP's unrealized gain based on change in long-term interest rates. Q2 actuals are projected to year end as future market conditions are not estimated.
Excess of revenue over expenses (expenses over revenues)	(2,802)	9,430	12,977	12,232	6,376	

CONSOLIDATED STATEMENT OF CHANGES IN NET ASSETS

For the Period Ended October 31, 2021

(with comparative figures at April 30, 2021)

	Unrestricted	Investment in Capital Assets	Employee Future Benefits	Internally Restricted Carry Forwards	Net Assets before Endowments	Endowments	Period Ended October 31, 2021 Actual - Unaudited	Year Ended April 30, 2021 Actual - Audited
	\$	\$	\$	\$	\$	\$	\$	\$
Net Assets, beginning of period	(260,961)	715,266	51,593	392,150	898,048	140,867	1,038,915	946,644
Revenue less expenses	9,430	-	-		9,430		9,430	12,977
Capitalization of investment income in endowments	-				-	-	-	3,179
Internally Restricted endowments	-				-	-	-	-
Endowment contributions						236	236	1,173
Allocation of carry forwards	-			-				
Employee Future Benefits Income (expense)	-		-					
Employee Future Benefits Remeasurements			-		-		-	74,942
Investment in Capital Assets	10,654	(10,654)						
Net Assets, end of period	(240,876)	704,611	51,593	392,150	907,478	141,103	1,048,581	1,038,915

Ryerson University
CONSOLIDATED STATEMENT OF CASH FLOWS

[amounts in thousands]

	Period Ended October 31, 2021 Actual - Unaudited	Year Ended April 30, 2021 Actual - audited	Year Ended April 30, 2021 Projected	Comments
	\$	\$	\$	
OPERATING ACTIVITIES				
Revenue less expenses	9,430	12,977	6,376	See Statement of Operations
Add (deduct) non-cash items				
Amortization of capital assets	24,852	51,471	49,706	See Statement of Operations
Amortization of deferred capital contributions	(6,214)	(13,567)	(12,428)	See Statement of Operations
Change in fair value of interest rate swap	(4,225)	(12,513)	(4,225)	Reflects change in forecasted long term interest rates used to value swaps
Unrealized loss (gain) on investments	(14,399)	(12,904)	(14,399)	Reflects change in market values of invested endowed funds, non-cash operating activity
Employee future benefits contributions	-	3,409	-	
Net change in deferred revenue contributions	(171,240)	199,171	(166,240)	Reflects timing variations of externally restricted grants and donations received versus spent. Decrease by year-end based on expected spending of funds and repayment of Magnet contract funds of \$112M in October, 2021.
Net change in non-cash working capital balances	32,361	19,605	(1,302)	
Cash provided by operating activities	(129,435)	247,649	(142,512)	
INVESTING ACTIVITIES				
Decrease (increase) in note receivable	164	315	344	
Acquisition of capital assets	(15,768)	(40,511)	(31,536)	As per capital project plan
Decrease (Increase) in investments	(61,080)	(211,238)	(82,642)	Variations in the timing of expenditures in restricted funds (e.g. Capital Plan and other) compared to the timing of funding sources
Cash used in investing activities	(76,684)	(251,434)	(113,834)	
FINANCING ACTIVITIES				
Contributions received for capital purposes	8,375	15,672	16,750	Funds received for capital project purposes
Endowment contributions	236	1,173	472	
Capitalization of investment income (loss) in endowments	-	3,179	-	
Increase in Debt Financing	250,000	1,977	250,000	Increase due to debenture issued on May 4, 2021.
Repayment of long-term debt principal	(4,185)	(7,818)	(8,550)	Loan debt repayments as expected
Cash used in financing activities	254,426	14,183	258,672	
TOTAL CASH, CASH EQUIVALENT & SHORT TERM INVESTMENTS				
Total Net increase (decrease) in cash & short term during the year	48,307	10,398	2,326	
Cash & cash equivalents & short term beginning of year	130,530	120,132	130,530	
Cash & cash equivalents & short term end of year	178,837	130,530	132,856	

DRAFT RESOLUTION

RE: Financial Statements (unaudited) for the period ending October 31, 2021

BE IT AND IT IS HEREBY RESOLVED:

THAT the Board of Governors approves the Financial Statements (unaudited) for the period ending October 31, 2021, as presented.

November 29, 2021

MEMORANDUM

To: Members of the Board of Governors

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

Subject: Report from the Secretary

Date: November 29, 2021

1. Fall 2021 Convocation - Honorary Doctorate Ceremony

The Honorary Doctorate ceremony was streamed on Youtube on November 15, 2021, at 2:30 p.m. and Board Chair Tony Staffieri gave a citation for Brian Gluckstein, one of the Honorary Doctorate recipients. The recording of the ceremony is available at:

ryerson.ca/convocation/f21

2. Board of Governors Elections 2022

The Election Procedures Committee approved the dates for the 2022 Board of Governors Elections. The nomination period is from February 7, 2022 to February 16, 2022. The voting period for the Administrative Staff, Faculty, and Student Board of Governors elections is from March 7, 2022 to March 10, 2022, and the voting period for the Alumni Board of Governors election is from June 10, 2022 to June 21, 2022.

3. Governance Essentials Training

Research and Innovation: On November 22, 2021, Steven Liss, Vice-President, Research and Innovation, provided Board members with an overview of the goals and priorities for the University's research and innovation portfolio and presented highlights of the research activity taking place at the University.

Upcoming governance essentials training programs are scheduled as follows:

Making Ryerson's Values of Equity, Diversity, and Inclusion an Intentional Practice

December 16, 2021, 1:00 p.m. to 2:30 p.m.

Presenter: Denise O'Neil Green

Introduction to Performance Measurement at Ryerson

January 27, 2022, 2:00 p.m. to 4:00 p.m.

Presenter: Glenn Craney

Financial Literacy - Module 2

February 10, 2022, 1:00 p.m. to 2:30 p.m.

Presenter: Joanne McKee

Marketing

March 28, 2022, 3:00 p.m. to 4:00 p.m.

Presenter: Jennifer Grass

Advancement

March 28, 2022, 4:00 p.m. to 5:00 p.m.

Presenter: Ian Mishkel

Sexual Violence Policy

April 27, 2022, 1:00 p.m. to 3:00 p.m.

Presenters: Denise O'Neil Green, Farrah Khan, Remi Warner

4. Board Portal RFP Process and Vendor Selection

The current contract with Diligent Corporation expires on September 19, 2022. A request for a competitive bid for the Board Portal software as a Service was open on July 7, 2021. Three vendors submitted proposals and two of the proposals met technical requirements. The Evaluation Committee, Silvana Babikian, Josie Lee, and Adela Mall reviewed the two proposals. The successful bidder is Diligent Corporation. A new contract will be effective as of September 20, 2022.

5. Council of Ontario University Secretaries Annual Conference

The Board Secretariat team attended the Council of Ontario University Secretaries Annual Conference virtually on November 19, 2021. The Annual Conference for governance professionals provides a forum to discuss governance best practices and challenges.

6. National Forum on Anti-Asian Racism - November 9, 2021

Julia Shin Doi and Joanne Tsang organized and moderated panel discussions on anti-Asian racism and the legal system as part of the National Forum on Anti-Asian Racism held on November 9, 2021, led by Chancellor Janice Fukakusa and Dean Pamela Sugiman.

7. Legal Voices Conference - November 13, 2021

Julia Shin Doi spoke about the pandemic and racism in the opening panel, *Redefining Normal in a Post-Pandemic World*, and Board member Norie Campbell spoke about *EDI and Big Law: A Peek into the Progress at Canadian Law Firms and Corporations* as part of the *Legal Voices* conference on November 13, 2021 hosted by Ryerson University's Lincoln Alexander School of Law.

8. General Counsel and Secretary of the Board of Governors Scholarship in Law and Governance

The General Counsel and Secretary of the Board of Governors Scholarship in Law and Governance for the 2021-2022 academic year was awarded to Shamsa Sajwani. Shamsa Sajwani is currently a fourth-year Law and Business student in the School of Business Management at the Ted Rogers School of Management.

BOARD GREETINGS

With increased activity on campus, fall 2021 has seen a return to some degree of normality. As always at Ryerson, this involves innovation and change. Exciting developments are ongoing across departments and Faculties both online and in-person. Further, the university continues to pursue important conversations and initiatives that allow us to engage with the local community and beyond.

The university is also planning for a broader return to campus in January for the winter 2022 term. As the majority of students will be back for in-person instruction, most services and support programs will be offered in person, and all campus buildings will be open in some capacity. Supporting student experiences in and out of the classroom remains the priority for the winter term, and enhanced health and safety protocols have been implemented to ensure the wellbeing of the community. Our work greatly benefits from the energy of coming together to work and collaborate at our Toronto location. We look forward to taking continued steps towards our return to campus life.

Proof of Vaccination Update – As of November 1, all community members were required to have submitted their vaccination status in the university's RyersonSafe app in preparation for the winter semester. For the fall term, 98 per cent of students enrolled in in-person classes are compliant with the vaccine policy and at this time 30,000 students have uploaded their proof of vaccination. Efforts are underway to move the remaining students into compliance, prior to the start of the winter 2022 semester. Students who attend campus without uploading their proof of vaccination will be subject to measures under the Student Code of Non-Academic Conduct (Policy 61).

Enrolment Numbers – Both domestic and international enrolment exceed 2021-22 budget targets:

	Undergraduate (fall heads)		Graduate (fall heads)	
	Domestic	International	Domestic	International
New Year 1 Students	7,652	896	1,058	171
<i>% change from November 2020</i>	0.8%	17.3%	-10.9%	22.1%
Returning Students	30,126	2,582	1,847	215
<i>% change from November 2020</i>	-1.0%	9.0%	2.5%	13.8%
Total headcount	37,778	3,478	2,905	386
<i>% change from November 2020</i>	-0.6%	11.0%	-2.8%	17.3%

The overall enrolment levels achieved are due to robust demand for spaces from new students, as well as strong retention rates. A significant increase in international enrolment is aligned with the university's

international strategy, and a decline in domestic enrolment is planned in order to align domestic levels more closely with those funded by the government.

World Access to Higher Education Day – November 17, 2021 was World Access to Higher Education Day. This year's official theme was, "Equitable access and success through and post the pandemic." Improving access to education is one of the core values of Ryerson's 2020-25 Academic Plan, and the university has been a registered supporter of this initiative since its inception in 2018. To mark the day, the university released a special edition of the *Ryerson Today* newsletter featuring an awareness video and highlighting community members' access stories.

COVID-19 has exacerbated the existing inequalities within our society, and marginalized people are bearing the brunt of many access challenges. As a university, it is our job to help correct the course. In response, we have been developing new approaches to pedagogy to better meet students' needs, have been implementing measures to ensure that academics could continue throughout the pandemic, and have been increasing scholarship/funding to create better opportunities for those who need them most. Above all, the university remains committed to supporting and improving access to a quality education for everyone.

New Programs and Courses – This term, The Chang School launched two fully online certificates addressing climate change: Emergency Management, Threat and Response Planning; and Landscape Design for Climate Resilience. In November, the Graduate Leadership Institute and the Ryerson Leadership Lab launched GRADLeaders, a pilot changemaking program bringing together graduate students, postdoctoral fellows, and recently graduated alumni. Participants are working in small teams to create projects addressing climate change, technology, and youth unemployment. In response to exceptional demand from industry and from applicants, including a significant number of international students, The Creative School has launched a winter intake for its Master of Digital Media program for digital innovators.

New Technology – During Open Access week (October 25–31, 2021), the Library hosted two events introducing RShare, a digital scholarly repository for the university's community of researchers, increasing and expanding the impact of their work.

The Chang School has launched the Chang+ Mobile App to better connect adult learners to the campus community; it offers the ability to sign up for and attend online events, access campus resources, and receive important University-related notifications.

As part of the Teaching and Learning Space Working Group's classroom renewal efforts to advance inclusive, innovative design, Kerr Hall West 57 has become the dedicated site of the Active Classroom Pilot. The classroom is being reimaged as a flexible, adaptable, technology-rich space that will be made available for faculty interested in experimenting with their teaching.

Important Conversations – On September 21 the Lincoln Alexander School of Law partnered with the Canadian Centre for the Responsibility to Protect to convene leading experts for the virtual discussion, "R2P: Exploring Canada's Responsibility to Protect the People of Afghanistan."

On October 7, Jarislowsky Democracy Chair Sanjay Ruparelia hosted eminent Canadian philosopher Charles Taylor for the online discussion “How Democracies Degenerate,” which examined the deterioration of democracies today, and how it may be reversed.

On October 27, the law school, along with the Latin American Law Students’ Association, hosted the online conversation “Venceremos! – A Celebration of Latin American Heritage Month,” which explored what it means to be Latinx in Canada’s legal sector.

Addressing Community Needs – A group of staff and students from the Ted Rogers School of Management (TRSM) and the Ted Rogers Student Society, in collaboration with the community service kitchen, Unity Kitchen in The Church of the Holy Trinity, provided the sixth annual Thanksgiving Meal, serving 240 meals to the downtown community.

The Office of Social Innovation, in partnership with the Centre for Excellence in Learning and Teaching, and the Ryerson Urban Water Research Centre, has launched the interdisciplinary curriculum pilot project, “Apathy to Empathy: Addressing the First Nations Water Crisis.” Through the program, students and faculty are exploring how multiple facets of the First Nations water crisis could be addressed through a lens of “social innovation for social justice.”

CONGRATULATIONS

Annette Bailey, professor of nursing, has received a 2020–2021 Teaching and Academic Librarianship Award from the Ontario Confederation of University Faculty Associations (OCUFA). The awards committee praised her for embodying “the best qualities a teacher and scholar can have” and for being “dedicated to her students, endlessly innovative, and committed to equity, diversity, and inclusion.”

Nicola Caccavella, *Kavita Garg*, and *Julianne Guevara*, all second-year students in the Master of Architecture program, have won the top prize in the Manhattan Wildscaper drawing competition hosted by the design community Non Architecture. The team’s entry, “Living Water Tower,” was a green skyscraper hosting residential units, research laboratories, and farming in the Hudson Yards development. The team was supervised by Prof. Will Galloway.

Victoria Granova, a part-time PhD student in management at TRSM, has been named one of the Top 10 Under 40 for 2021 by Canadian Security magazine. Victoria has been recognized for founding the CyberToronto conference, for being a cybersecurity instructor, and for her work as a security consultant and program manager in the private sector.

Nina-Marie Lister, graduate director in the School of Urban and Regional Planning, has won the Margolese National Design for Living Prize from the School of Architecture and Landscape Architecture at the University of British Columbia. Worth \$50,000, the prize is awarded to a Canadian citizen who has made a significant positive impact on the built environment. The citation notes how her work has influenced “and become synonymous with ... ideas of process, flows and emergence in landscape architecture in the early 21st century.”

Madeline McQueen, who is in her second year of a Master of Applied Science in Aerospace Engineering, has received a 20 Twenties award from Aviation Week Network. McQueen was one of 20 students in their twenties—and the only one at a Canadian university—to be recognized as, in the words of the Network’s president, Greg Hamilton, “the future of aerospace and defence.”

Thomas Gomez Ospina (Architectural Science ’21) has won the Open category of the Steel Design Student Competition run by the Association of Collegiate Schools of Architecture and sponsored by the American Institute of Steel Construction. The annual competition invites students to develop design projects using steel as the primary material. For his project, “Clouds Over Regent Park,” Gomez Ospina designed a canopy that would unite the Regent Park community in Toronto. In the same category, *Tatiana Estrina* (Architectural Science ’21) received an honourable mention for her project “Marché du Pont,” a design for a market on a bridge in Montreal.

C. Ravi Ravindran, professor of mechanical and industrial engineering, has received an honorary membership of ASM (American Society for Metals) International, which seeks to advance materials knowledge. The citation notes his “unique contributions to innovative processes and materials development, energy conservation and improved efficiency of powertrain systems,” as well as his having developed university/partnerships and been a role model for those in the materials community.

A student team from the *Ted Rogers School of Management* has placed second out of 36 teams from hospitality institutes worldwide in the 2021 Sustainable Hospitality Challenge, an initiative of Hotelschool The Hague. The finals of this year-long event took place in September at the Arabian & African Hospitality Investment Conference in Dubai. The team consisted of Hospitality & Tourism Management (HTM) students *Raina Patel* and *Brian Riback*, and HTM alumna and MScM student *Michelle Novotny*, who – because of COVID-19 travel restrictions – were the only team participating online in the finals.

EVENTS & INITIATIVES

First Nations Immersive Space – This fall, the university’s Athletics and Recreation department, working with Indigenous colleagues and the Indigenous Space Sub-Working Group (ISSWG), set up a First Nations Immersive Space in the Recreation and Athletics Centre. Located in the cardio and strength circuit room, the space was executed by local Emmy Award-winning Anishinaabe artist Caroline Brown. It features enveloping nature imagery drawn from photographs taken around the Toronto Islands by alumna Natalia Dolan (Image Arts ’08). The art is inspired by Taddle Creek, the waterway that formerly ran through the space the RAC now occupies, and where Indigenous peoples, including the Mississaugas, gathered to fish. The immersive space is intended to support student wellbeing by evoking nature and the students’ connection to it.

Ryerson Image Centre Reopens – On September 15, the Ryerson Image Centre (RIC) reopened to the public, featuring exhibitions developed in collaboration with the Scotiabank CONTACT Photography Festival. The Main Gallery features selections from the work of Vancouver-based Hunkpapa Lakota photographer and filmmaker Dana Claxton, a winner of the 2020 Scotiabank Photography Award. Her

work examines stereotypes and representations of Indigenous peoples in popular culture. The RIC's Gallery features Guelph-based photographer Susan Dobson's *Slide/Lecture*, which presents photographs of university art departments' old slide collections, interrogating the canon they constructed. The New Media Wall features Montreal-based artist Emmanuelle Léonard's two-channel video "Deployment," made up of footage of soldiers in the Canadian Arctic, taken when Léonard was in residency at the Canadian Forces Artists Program. These exhibitions will be on display until December 4.

Pow Wow And Education Week – On September 24, the annual student-led Pow Wow was live streamed. Hosted once again by Jennifer Alicia Murrin (Social Work '08) and Denise B. McLeod (former Indigenous student coordinator in the Midwifery Education Program), it featured pre-recorded dances with music by the Young Tribe Singers drum group and singer Frazer Sundown, "Two Minute Teachings" about Pow Wows and related aspects of Indigenous cultures, and reflections by Elder (Ke Shay Hayo) and Senior Advisor, Indigenous Relations and Reconciliation Joanne Dallaire; Saagajiwe director Lila Pine; and Vice-President, Equity and Community Inclusion Denise O'Neil Green. The Pow Wow was preceded by Education Week, which ran from September 20 to 25, and featured pre-recorded and live videos for adults and children. A vendor market ran online throughout the week and in-person on September 25 in the quad, along with a family gathering where Indigenous community members and guests could participate in art activities and engage with learning stations.

Black Studies Minor – On October 21, the Faculty of Arts announced the launch of a new Black Studies minor in fall 2022. At first, the minor will offer courses from 13 departments and schools within Arts as well as The Creative School and TRSM; additional courses will be added over time. The interdisciplinary minor was created by a working group including Melanie Knight, advisor to the dean in the Faculty of Arts, Blackness and Black diasporic education; Anne-Marie Lee-Loy, professor and chair of the Department of English; and Cheryl Thompson, professor in Creative Industries at The Creative School. The minor is part of the university's efforts to address student concerns articulated in the Anti-Black Racism Campus Climate Review, and expressing the need for more programming reflecting Black life, studies and scholars.

BOARD OF GOVERNORS

November 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:

On October 27, 2021, the Executive Committee met and approved:

1. the recommendation to the Public Appointments Secretariat of the reappointment of Andrew McKee as a Lieutenant-Governor-in-Council appointee to the Board of Governors for a second term of three (3) years, commencing on February 28, 2022 and ending on February 27, 2025;
2. the recommendation to the Public Appointments Secretariat of the reappointment of David Porter as a Lieutenant-Governor-in-Council appointee to the Board of Governors for a second term of three (3) years commencing on February 28, 2022 and ending on February 27, 2025; and
3. that the Board of Governors establish a Property Committee as a special committee of the Board, being an expert and advisory subcommittee including both Board members and other members and that the Property Committee report directly to the Finance Committee.

BACKGROUND:

1. Lieutenant-Governor-in-Council Reappointment: Andrew McKee

Andrew McKee was appointed to the Board of Governors on February 28, 2019 and will complete his first term on February 27, 2022. Andrew McKee has agreed to seek a second three (3) year term on the Board of Governors.

Andrew McKee has strong financial acumen, management expertise, and governance experience. He currently serves as chair of the Employee Relations and Pensions Committee and vice chair of the Audit Committee, leadership positions on the Board of Governors that he has held for the past two (2) years.

Upon approval by the Executive Committee, the recommendation for reappointment was sent to the Public Appointments Secretariat, with a copy to the Minister of Colleges and Universities.

2. Lieutenant-Governor-in-Council Reappointment: David Porter

David Porter was appointed to the Board of Governors on February 28, 2019 and will complete his first term on February 27, 2022. David Porter has agreed to seek a second three (3) year term on the Board of Governors.

David Porter has strong financial acumen, management expertise, and governance experience. He currently serves as chair of the Finance Committee and vice chair of the Employee Relations and Pensions Committee, leadership positions on the Board of Governors that he has held for the past two (2) years.

Upon approval by the Executive Committee, the recommendation for reappointment was sent to the Public Appointments Secretariat, with a copy to the Minister of Colleges and Universities.

3. Property Committee

The *Ryerson University Act* places the responsibility for the governance of Ryerson University property with the Board of Governors, including the power to purchase or otherwise acquire, mortgage, or otherwise dispose of Ryerson University property. As Ryerson University moves into a period of growth and renewal with respect to its buildings and property, it is appropriate and consistent with other best practices for Ryerson University to enhance its real estate and property governance.

To this end, a Property Committee was established as an expert and advisory sub-committee of the Board of Governors pursuant to Article 15.1(b) of the Board By-Laws. The Property Committee provides guidance and stewardship of Ryerson University's real estate and property matters including identifying and analyzing real estate opportunities, and making recommendations about real estate and mortgages for investment purposes, all within the framework of the Campus Master Plan, the Academic Plan and other university plans. The Property Committee will report directly to the Finance Committee.

The Property Committee will be chaired by a member of the Board of Governors and will be comprised of at least three (3) individuals (both board members and external members) with backgrounds in the legal, municipal planning, financial or real estate industries. The Property Committee will meet on an as needed basis and be supported by the Board Secretariat.

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: November 4, 2021

APPROVED BY:

Name: Jack Cockwell, Chair, Executive Committee
Date: November 13, 2021

BOARD OF GOVERNORS MEETING
November 29, 2021

AGENDA ITEM: Ryerson Retirement Pension Plan - Financial Projections

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: Information

SUMMARY:

Willis Towers Watson regularly provides 4-year projections of the Ryerson Retirement Pension Plan ("RRPP") funded ratio on an aggregate funding basis considering alternative short-term fund rate of fund return.

Given potential reductions in long-term rate of return expectations, Ryerson University (the "University") wanted to consider a more thorough analysis that would illustrate a range of sample outcomes based on more variables than the short-term fund rate of return.

The results of this modelling (referred to as Deterministic) will be used to further develop short-term strategies for managing contribution levels and long-term solutions to address the overall sustainability of the RRPP.

As the University continues to work with Willis Towers Watson on these solutions, updates will be provided to the Employee Relations and Pensions Committee.

HIGHLIGHTS:

In order to help assess possible future plan funding requirements, the University asked Willis Towers Watson to prepare illustrative financial projections at December 31, 2022 (the next required valuation date) based on a few potential economic scenarios.

The projections consider the scenario where best estimate long-term return expectations continue to decline (decreases of 35bps and 65 bps from December 31, 2020) combined with a range of alternative asset return levels between July 1, 2021 and December 31, 2022 (0% p.a., 6.85% p.a., and 10% p.a.). Using these results, a further scenario was considered where long bond yields decrease by 75bps from current levels.

Under the scenarios considered, the aggregate funded ratio is estimated to fall below 100%, in all but one scenario. This would then require the University to make special payments to fund the deficit. In addition, the required minimum contributions paid by both members and the University were estimated to increase in all scenarios.

ATTACHED: Willis Towers Watson Presentation

PREPARED BY:

Name: Jan Neiman, Director Pensions and Benefits

Date: November 11, 2021

APPROVED BY:

Name: Joanne McKee, Chief Financial Officer

Date: November 11, 2021

Ryerson Retirement Pension Plan

December 31, 2022 Financial Projections

Meeting of the Employee Relations and Pensions
Committee

November 23, 2021

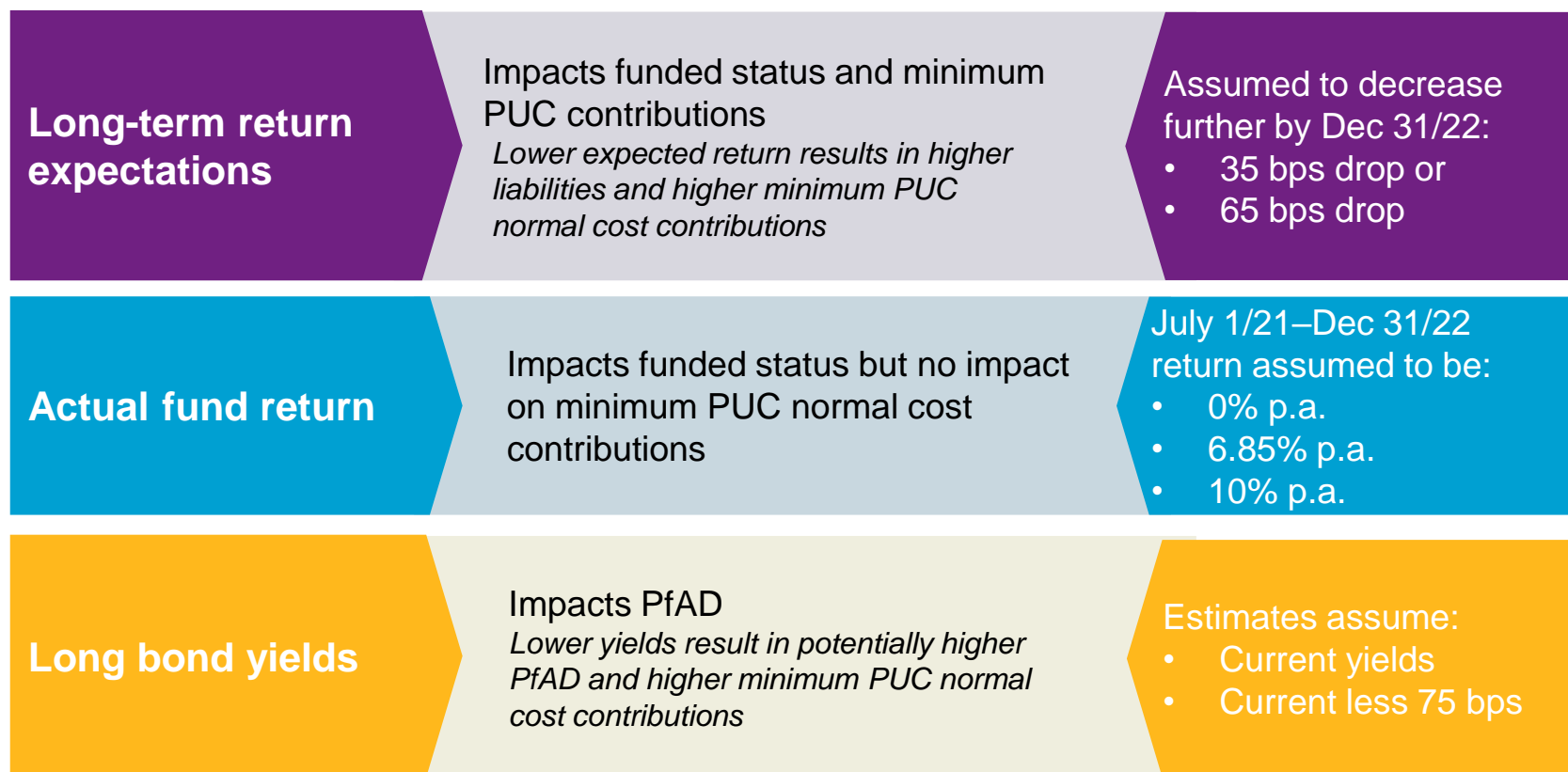


Background

- Last filed valuation prepared at Dec. 31/19
 - Next valuation required with effective date no later than Dec. 31/22
- Since Dec. 31/19:
 - Long yields have increased by 26 bps (up to Oct. 31/21)
 - 5.7% p.a. fund performance (Jan. 1/20 – June 30/21)
 - Best estimate fund return expectations have declined
- Purpose of this document is to review funded position estimates at Dec. 31/22 and resulting contribution requirements
 - Assumes next valuation filing is at Dec. 31/22
- Estimates consider:
 - Illustrative asset return scenarios from July 1/21 – Dec. 31/22
 - Illustrative best estimate long-term returns at Dec. 31/22 for Aggregate and PUC discount rate purposes
 - Impact of lower long bond yields

Background

Funding Requirements - Key Drivers

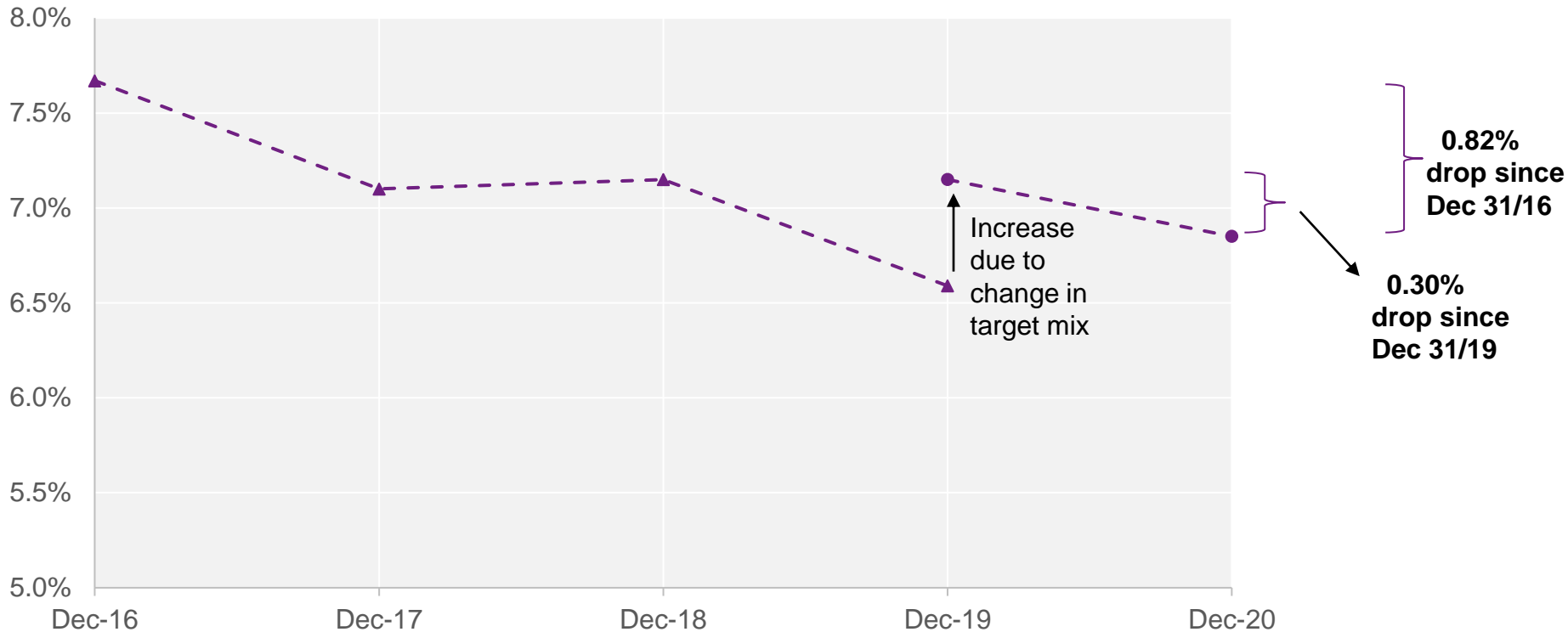


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Notes: Depending on economic environment, interdependencies may exist between above items;
If Aggregate funded ratio drops below 100%, deficit funding contributions would be required

Background

Best Estimate Long-term Return



Long-term return expectations for RRPP have decreased significantly over the last 4 years; further reductions are anticipated.

December 31, 2022 Estimates

Methodology

- Assets at Dec. 31/22 estimated by projecting from actual June 30/21 level
- Liabilities at Dec. 31/22 estimated by extrapolating from Dec. 31/20 valuation results
- Level of margin shown for Aggregate measurement purposes has been estimated based on assumption that Ryerson would gradually reduce margin as best estimate discount rate declines
- Assumes normal cost increases resulting from PUC minimum requirement are shared equally between active members and Ryerson
- See appendix for further details

Estimates have been prepared in order to provide Ryerson with a sense of potential outcomes under a specified set of scenarios; actual results will depend on a number of factors.

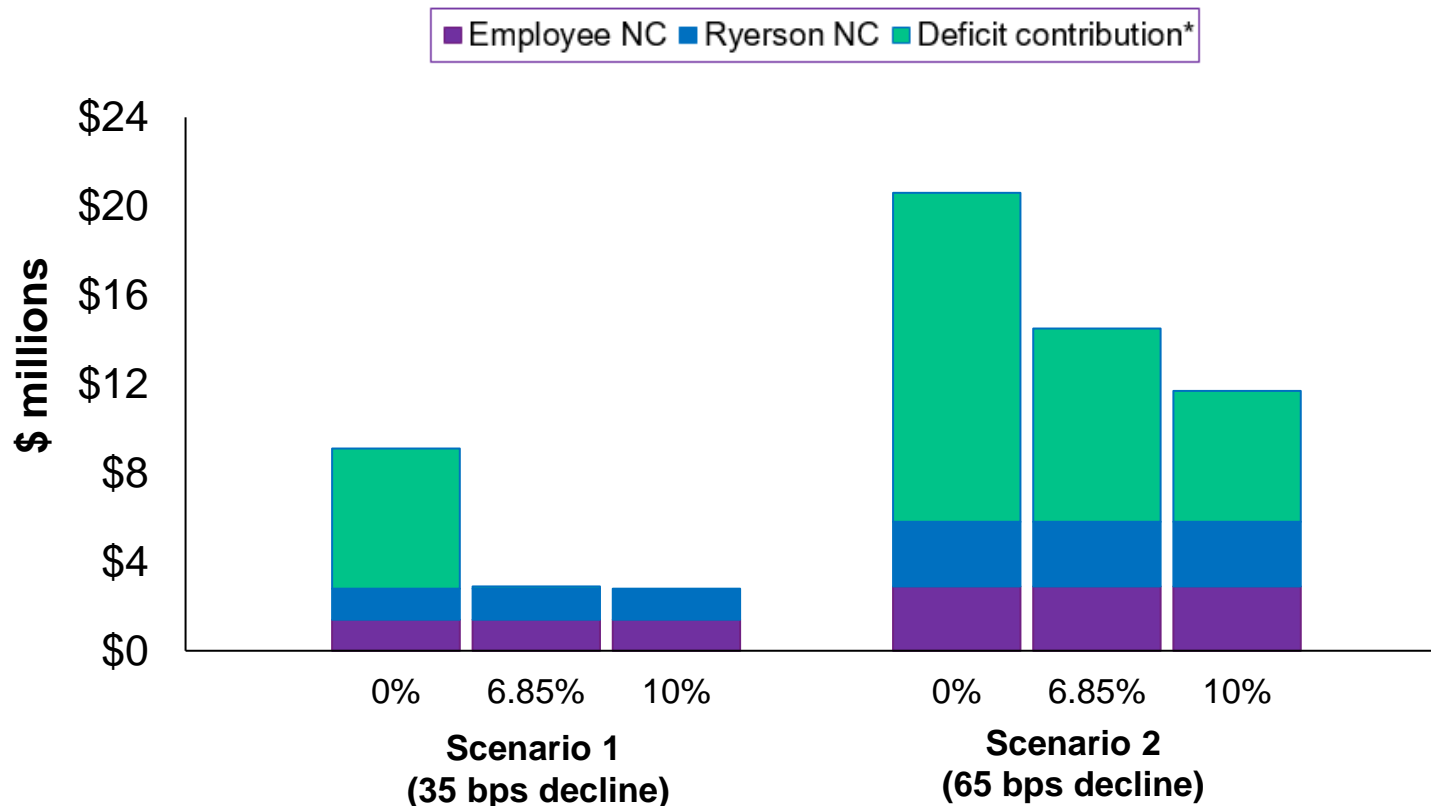
Going Concern Discount Rates

Valuation	Actual Dec. 31/20 (not filed)	Scenario 1 Dec. 31/22	Scenario 2 Dec. 31/22
<i>Decline in long-term return</i>	n/a	0.35%	0.65%
Aggregate valuation			
Best estimate long-term rate of return	6.85%	6.50%	6.20%
Margin for adverse deviations	<u>(1.25%)</u>	<u>(1.15%)</u>	<u>(1.10%)</u>
Aggregate discount rate	5.60%	5.35%	5.10%
PUC valuation			
PUC discount rate	6.85%	6.50%	6.20%
PfAD	23.40%	11.50% ¹	11.50% ¹

1. Based on Oct. 31/21 bond yields.

Potential Additional Annual Contributions Starting in 2022

Current Yields & Various Asset Returns



Potential increases are in addition to employee/Ryerson contributions at current rates (~\$26.3M each).

*Assumes Ryerson funds aggregate deficit over 10 years (after reflecting impact of any additional contribution increase due to PUC minimum requirement), with payments commencing 12 months after valuation date.

Estimated Valuation Results – Scenario 1

Long-term return expectation declines by 35 bps

	Dec. 31/20	December 31, 2022 Estimates		
Jul. 1/21–Dec 31/22 return	n/a	0% p.a.	6.85% p.a.	10% p.a.
Going concern funded ratio – Aggregate ¹	101% (5.60% d.r.)	97% (5.35% d.r.)	99% (5.35% d.r.)	100% (5.35% d.r.)
Going concern funded ratio – PUC (with PfAD)	108%	112%	115%	116%
Solvency funded ratio ²	87%	92%	102%	107%
Additional total required contributions as % of covered payroll ^{3, 4, 6}	1.5%	0.9%	0.9%	0.9%
Deficit contributions^{5, 6}	\$0M	\$6.3M/year	\$0.1M/year	\$0M

1. Prior to impact of contribution increases.
2. Excludes liabilities attributable to indexation. Dec. 31/22 estimates based on Sep 30/21 market conditions.
3. Assumes increase due to PUC minimum requirement is shared equally between Ryerson and members. Actual increase could be somewhat different due to implementation methodology.
4. Would increase to 2.0% of covered payroll if bond yields were assumed to decrease by 75 bps.
5. Assumes Ryerson funds aggregate deficit over 10 years (after reflecting impact of any additional contribution increase due to PUC minimum requirement), with payments commencing 12 months after valuation date.
6. Prior to application of available levers.

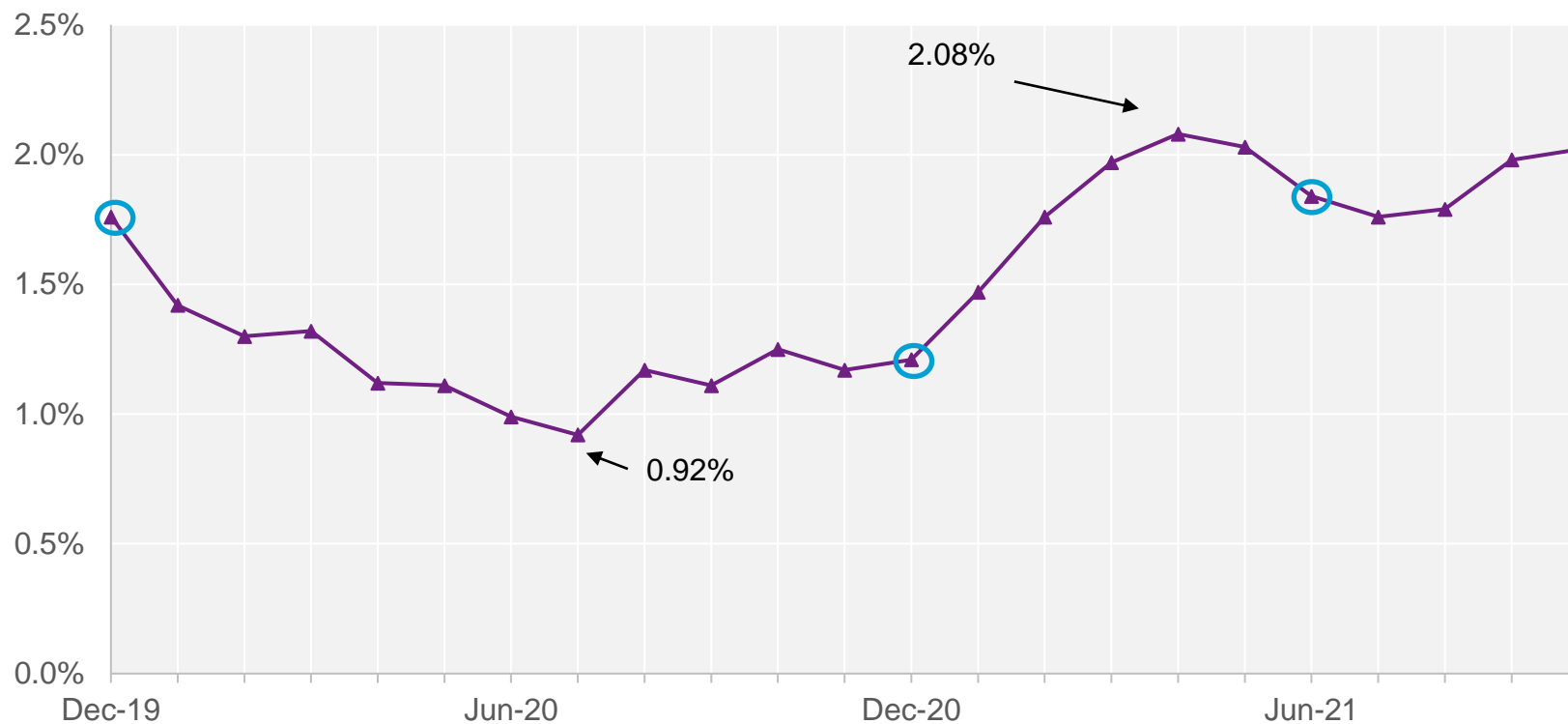
Estimated Valuation Results – Scenario 2

Long-term return expectation declines by 65 bps

	Dec. 31/20	December 31, 2022 Estimates		
Jul. 1/21–Dec 31/22 return	n/a	0% p.a.	6.85% p.a.	10% p.a.
Going concern funded ratio – Aggregate ¹	101% (5.60% d.r.)	93% (5.10% d.r.)	95% (5.10% d.r.)	96% (5.10% d.r.)
Going concern funded ratio – PUC (with PfAD)	108%	108%	110%	112%
Solvency funded ratio ²	87%	92%	102%	107%
Additional total required contributions as % of covered payroll ^{3, 4, 6}	1.5%	1.9%	1.9%	1.9%
Deficit contributions^{5, 6}	\$0M	\$14.8M/year	\$8.7M/year	\$5.9M/year

1. Prior to impact of contribution increases.
2. Excludes liabilities attributable to indexation. Dec. 31/22 estimates based on Sep 30/21 market conditions.
3. Assumes increase due to PUC minimum requirement is shared equally between Ryerson and members. Actual increase could be somewhat different due to implementation methodology.
4. Would increase to 2.5% of covered payroll if bond yields were assumed to decrease by 75 bps.
5. Assumes Ryerson funds aggregate deficit over 10 years (after reflecting impact of any additional contribution increase due to PUC minimum requirement), with payments commencing 12 months after valuation date.
6. Prior to application of available levers.

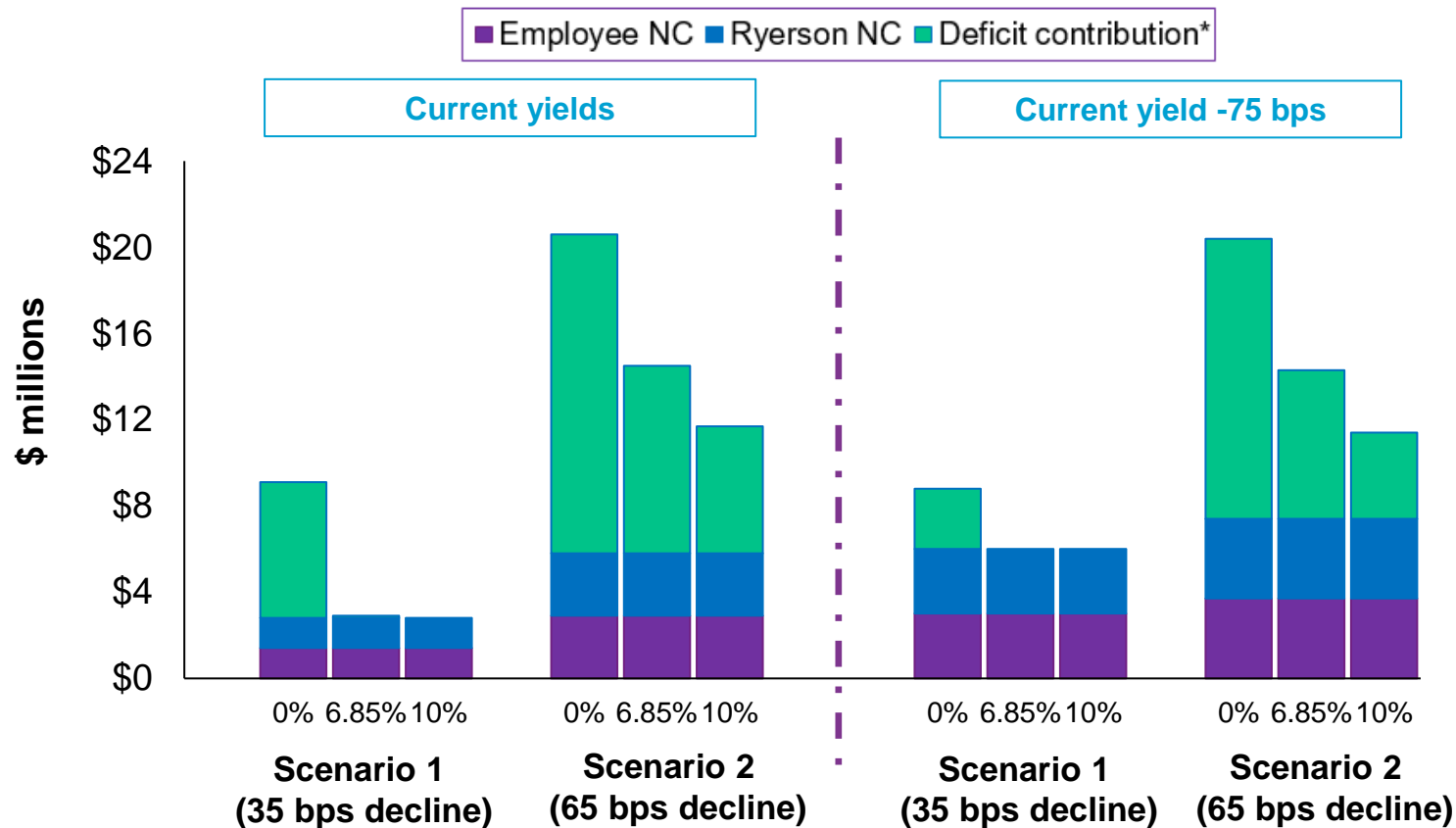
Long Bond Yields – Historical Rates



Long bond yields directly impact minimum PUC normal cost.

Potential Additional Annual Contributions Starting in 2022

Assuming Yields Drop by 75 bps (from Oct. 31/21 level) & Various Asset Returns



Lower yields increase minimum PUC normal cost/reduce amortization payments.

*Assumes Ryerson funds aggregate deficit over 10 years (after reflecting impact of any additional contribution increase due to PUC minimum requirement), with payments commencing 12 months after valuation date.

Next Steps

- Continue to monitor market conditions
- Prepare Sept 30/21 estimated financial positions
- Complete demographic assumption analysis
- Work with Ryerson management to consider ways to manage future contribution increases

Appendix

December 31, 2022 Estimates

Methodology

- Assets reflect actual June 30/21 invested and cash assets (plus an allowance for estimated outstanding amounts), expected cashflows and assumed fund returns from July 1/21 to Dec. 31/22
- Liabilities estimated by extrapolating from Dec. 31/20 valuation results with no adjustments for experience gains or losses except to reflect changes to discount rate assumptions
 - Going concern discount rate reflects three possible scenarios (Dec. 31/20 best estimate long-term rate of return declining by 35 bps and 65 bps)
 - Solvency discount rates updated to reflect Sept. 30/21 economic environment
- Actual valuation results at Dec. 31/22 will differ from estimates due to:
 - Liability and investment experience gains/losses
 - Updated membership data
 - Final assumptions (including updates to demographic assumptions resulting from experience study)

December 31, 2022 Estimates

Methodology (cont'd)

- Estimates assume:
 - Long bond yields at Dec. 31/22 are at Oct. 31/21 levels (alternative scenario allows for a decline in yields); lower/higher yield could increase/decrease additional PUC contribution requirements and may affect return expectations
 - Normal cost increases resulting from PUC minimum requirement would be shared equally between active members and Ryerson
 - Any Aggregate going concern deficit (after reflecting impact of any shared contribution increases) would be amortized over 10 years
- Level of margin shown for Aggregate measurement purposes has been estimated based on assumption that Ryerson would gradually reduce margin as discount rate declines
 - Actual margin and corresponding percentile would be confirmed as part of formal valuation process

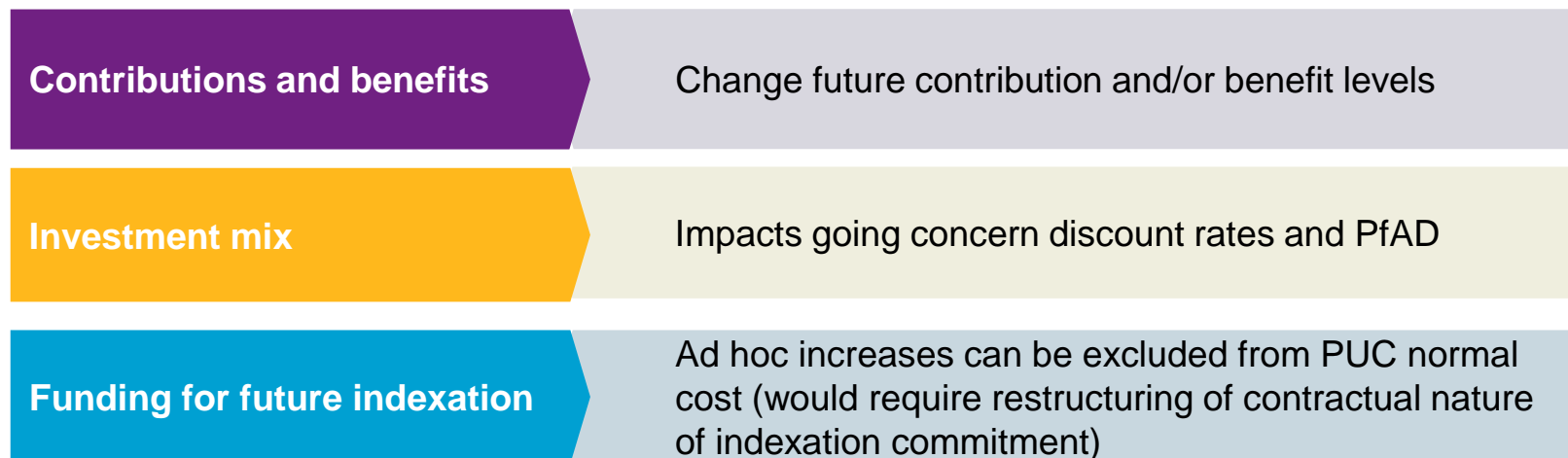
Summary of Levers Available for Managing Contribution Levels

Short-term Strategies

Filing strategy	Monitor position during inter-valuation periods and consider filing off-cycle valuations
Use of solvency surplus	Solvency surplus above 105% can be used to offset PUC minimum contributions
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)
Prior year credit balance (PYCB)	Contributions in excess of PUC minimum can be utilized in future years
Margin for going concern deficit	Strategically adjust margin in going concern aggregate valuation
Change in actuarial cost method	Eliminate aggregate funding method for filing purposes

Summary of Levers Available for Managing Contribution Levels

Long-term solutions



Solvency Discount Rate Assumptions

	December 31, 2020	December 31, 2022 Estimates
Solvency discount rates		
▪ Commuted values	▪ 1.4% for 10 years, 2.9% thereafter	▪ 1.7% for 10 years, 3.3% thereafter
▪ Immediate and deferred annuities	▪ 2.5%	▪ 3.1%

Actuarial Certification

Purpose and Intended Users

The estimates provided in this presentation have been prepared solely for the benefit of Ryerson University for general plan and cost management purposes. This presentation should not be used for other purposes and we accept no liability for any such use. It should not be shared with or relied upon by any other person without Willis Towers Watson's prior written consent.

Except as otherwise provided herein, the estimates included in this presentation are based on the data, assumptions, methods, plan provisions and other information outlined in the Dec. 31, 2020 funding valuation presentation materials prepared for the Sept. 21, 2021 meeting of the ERPC. Therefore, such information, and the reliances and limitations of the prior presentation and its use, should be considered part of this presentation.

Assumptions, Methods, Plan Membership and Plan Provisions

Further descriptions of the underlying membership data, main plan provisions, and assumptions can be found in the presentation materials prepared for the Sept. 21, 2021 meeting of the ERPC.

Estimates of Future Contributions or Cost

The estimates provided in this presentation are based on assumptions about the plan population, discount rates and assets between now and Dec. 31, 2022. The actual results may differ substantially.

Roll-Forward Methodology

We have projected forward benefit obligations from Dec. 31, 2020 to Dec. 31, 2022, adjusting for benefit payments, expected growth in benefit obligations, and certain changes in key assumptions, but have made no allowance for experience gains or losses.

We are available to respond to any questions regarding the contents of this presentation.

Towers Watson Canada Inc.

David Kenny
FCIA

Rhea Bowen
ACIA

November 2, 2021

BOARD OF GOVERNORS MEETING
November 29, 2021

AGENDA ITEM: Fiera Capital Report – September 30, 2021

STRATEGIC OBJECTIVES:

- ☐ Academic
- ☐ Student Engagement and Success
- ☐ Scholarship, Research and Creative Activity
- ☐ Graduate Program Development
- ☐ Space Enhancement
- ☐ Reputation Enhancement
- ☒ Financial Resources Management
- ☒ Compliance (e.g. legislatively required)
- ☒ Governance

ACTION REQUIRED: Information

SUMMARY:

Ryerson University's (the "University") Endowment Fund is managed by Fiera Capital Corporation ("Fiera"). The performance results are shared semi-annually with the Finance Committee.

BACKGROUND:

Key Updates

Sarah Aves took over as the University's primary relationship manager, given that in July 2021, Nicolas Trottier, Vice President, Institutional Markets, resigned from his position at Fiera to join his family business.

In August 2021, Fiera announced a sub-advisory partnership with StonePine Asset Management Inc. ("StonePine"), led by Nadim Rizk, head of Fiera's Global Equity team. Under this partnership, StonePine will continue to manage the same Global Equity, EAFE Equity and US Equity strategies on behalf of Fiera and their mutual clients.

Also, in August 2021, Fiera joined the *Net Zero Asset Managers* initiative, which consists of a group of asset managers committed to playing a more active role in addressing climate change and also launched a new *Responsible Investment Report*.

Ryerson's Endowment Funds

As at September 30, 2021, Ryerson's Endowment Fund had a market value of \$171.5 million compared to a book value of \$120.2 million. The Fiera-managed fund outperformed the benchmark in the third quarter and for the year-to-date. Performance results as of September 30, 2021, are as follows:

	<u>Performance</u>	<u>Benchmark</u>	<u>Value Added</u>
Year-to-date	10.67%	8.71%	1.96%
Third-quarter	2.17%	0.95%	1.22%

The University pays annual fees to Fiera on a flat basis (effective October 1, 2015) of 0.25%. A donation equal to 10% of the fee is received from Fiera each year. On an endowment value of \$171.5 million, the net cost, after considering the donation, is estimated at approximately \$385,875 or 23 basis points.

In July 2021 a redemption of \$5.2 million was transferred from the Stabilization fund to the University for the annual spend distribution. On September 30, 2021 this Stabilization fund had a market value of \$17.5 million. During the third quarter, the Stabilization fund earned 0.07%; this represents 0.01% of value added as compared to the benchmark return of 0.06%. The year-to-date return on the Stabilization fund is 0.23%. As compared to the benchmark return of 0.12%, this represents a 0.11% of value added. The University pays annual fees to Fiera on the Stabilization fund on a flat basis of 0.15%. Other investment strategies for this Stabilization fund to preserve principal yet increase performance will be explored over the coming year.

Responsible Investing

On August 9, 2021 Fiera launched a *Responsible Investment Report* (*‘the Report’*) outlining its commitment to sustainable investment practices as an investment organization and an asset manager. The Report outlines Fiera’s efforts in keeping environmental, social and governance (“ESG”) considerations at the centre of their investment approach. The Report includes details about Fiera’s ESG vision and beliefs; robust governance of their investment processes; approach to active ownership; responsible investment journey since the founding of the firm; and provides examples of sustainable investing in action by way of case studies from both public and private markets.

ATTACHMENTS: Fiera Capital Quarterly Report - September 30, 2021
Fiera Capital Responsible Investment Report - 2020

PREPARED BY:

Name: Anna Zsamboki, Director, Treasury & Investing Services
Date: November 8, 2021

APPROVED BY:

Name: Joanne McKee, Chief Financial Officer
Date: November 8, 2021



November 25, 2021

Ryerson University

SARAH AVES, CFA

Senior Vice President, Institutional Portfolio Manager

Firm Overview

ASSETS UNDER MANAGEMENT

\$180.8B*

THOUGHT LEADERSHIP

Q4 2021 Investment Outlook & Portfolio Strategy

Role of Private Alternatives in Hedging Inflation

ESG Everyday: A Framework for Fixed Income Portfolios

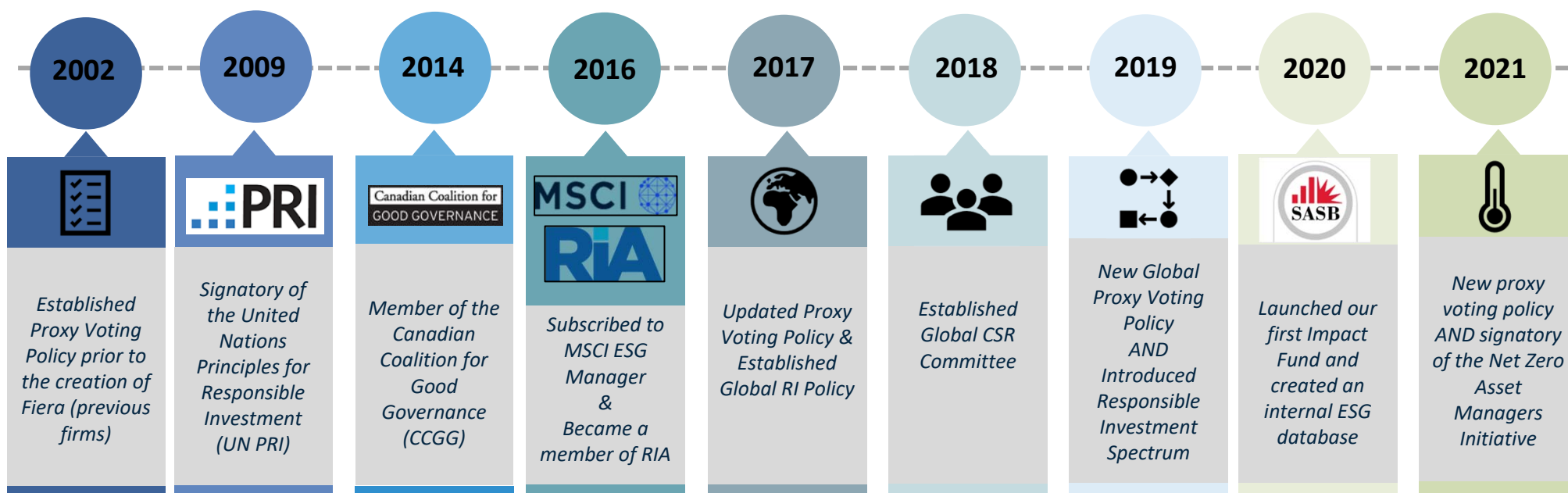
Understanding IFRS 17: Solving New Challenges

PRIVATE ALTERNATIVE SOLUTIONS



Responsible Investing at Fiera Capital

Timeline



Fiera Capital's investment process reflects its belief that organizations that successfully manage ESG factors create more resilient businesses/assets and are better positioned to deliver sustainable value over the long term

Sub-Advisory Partnership with StonePine Asset Management

Overview of the agreement

- ▶ In August 2021, **Fiera Capital announced a sub-advisory partnership with StonePine Asset Management Inc.**, led by Nadim Rizk, head of Fiera Capital's Global Equity team
- ▶ The partnership has been carefully crafted to ensure that clients benefit from a consistent investment management experience while allowing Nadim and his team to achieve their entrepreneurial ambitions and for Fiera Capital to ensure long-term stability. Under the terms of the agreement:

FIERA CAPITAL

- Maintains direct relationship with clients as the Investment Manager/Advisor
- Provides clients invested in StonePine sub-advised strategies with the same investment function ecosystem, including:
 - Client relationship management
 - Compliance & Legal
 - Global trade execution
 - Operations
 - Risk management
 - Performance measurement
 - Reporting
 - Technological support

STONEPINE

- Provides existing clients with investment management services with respect to the following Fiera Capital strategies:
 - Global Equity
 - EAFE Equity
 - U.S. Equity
- Supports relationship management with access to the investment team and capability specialists

Asset Mix

	Dec. 31 2020	March 31 2021	June 30 2021	Sept. 30 2021	Benchmark
Short-Term	8.0%	7.8%	7.6%	11.3%	5%
Bonds	15.5%	17.1%	15.8%	16.3%	20% ¹
Total Equities	63.2%	63.2%	63.9%	58.6%	60%
Canadian	33.2%	33.3%	33.6%	33.2%	30%
Foreign	30.0%	29.9%	30.3%	25.4%	30%
Diversified Real Asset Fund	13.3%	11.9%	12.7%	13.8%	15%
Total Fund	100.0%	100.0%	100.0%	100.0%	100%
Market Value	\$154.1 M	\$158.9 M	\$167.8 M	\$171.5 M	

Cash Flow YTD at September 30, 2021: \$855,230

¹ 10% Short-Term Bonds/10% Universe Bonds

Annualized Performance

September 30, 2021

	Q3-2021	Value Added	Year to date	Value Added	1 year	Value Added	2 years	Value Added	3 years	Value Added	4 years	Value Added	5 years	Value Added
Total Portfolio	2.17	1.22	10.67	1.96	15.77	0.94	11.88	1.49	10.51	1.54	10.07	1.69	9.26	1.44
Benchmark	0.95		8.71		14.83		10.39		8.97		8.38		7.82	
Bonds	-0.13	0.08	-1.90	0.30	-1.09	0.57	3.01	0.90	4.45	0.66	3.78	0.53	2.38	0.40
50% FTSE CAN ST & 50% FTSE CAN Universe	-0.21		-2.20		-1.66		2.11		3.79		3.25		1.98	
Canadian Equities	1.86	1.69	19.52	2.04	28.48	0.46	12.61	-0.52	10.72	-0.35	10.15	0.40	9.79	0.15
S&P/TSX Composite	0.17		17.48		28.02		13.13		11.07		9.75		9.64	
U.S. Equities	4.60	1.70	17.64	2.37	24.69	1.40	23.86	4.18	19.74	4.52	21.55	4.71	19.93	3.89
S&P 500 Total Return - Cdn\$	2.90		15.27		23.29		19.68		15.22		16.84		16.04	
International Equities	2.65	0.80	7.77	0.03	14.61	-4.64	17.67	7.72	14.60	7.70	13.91	7.19	14.16	6.14
MSCI EAFE NET \$Cdn	1.85		7.74		19.25		9.95		6.90		6.72		8.02	
Alternative Investments	1.81	0.57	4.77	1.04	7.81	2.76	6.86	1.18	N/A		N/A		N/A	
FTSE CAN TBILL 91 + 5%	1.24		3.73		5.05		5.68		N/A		N/A		N/A	

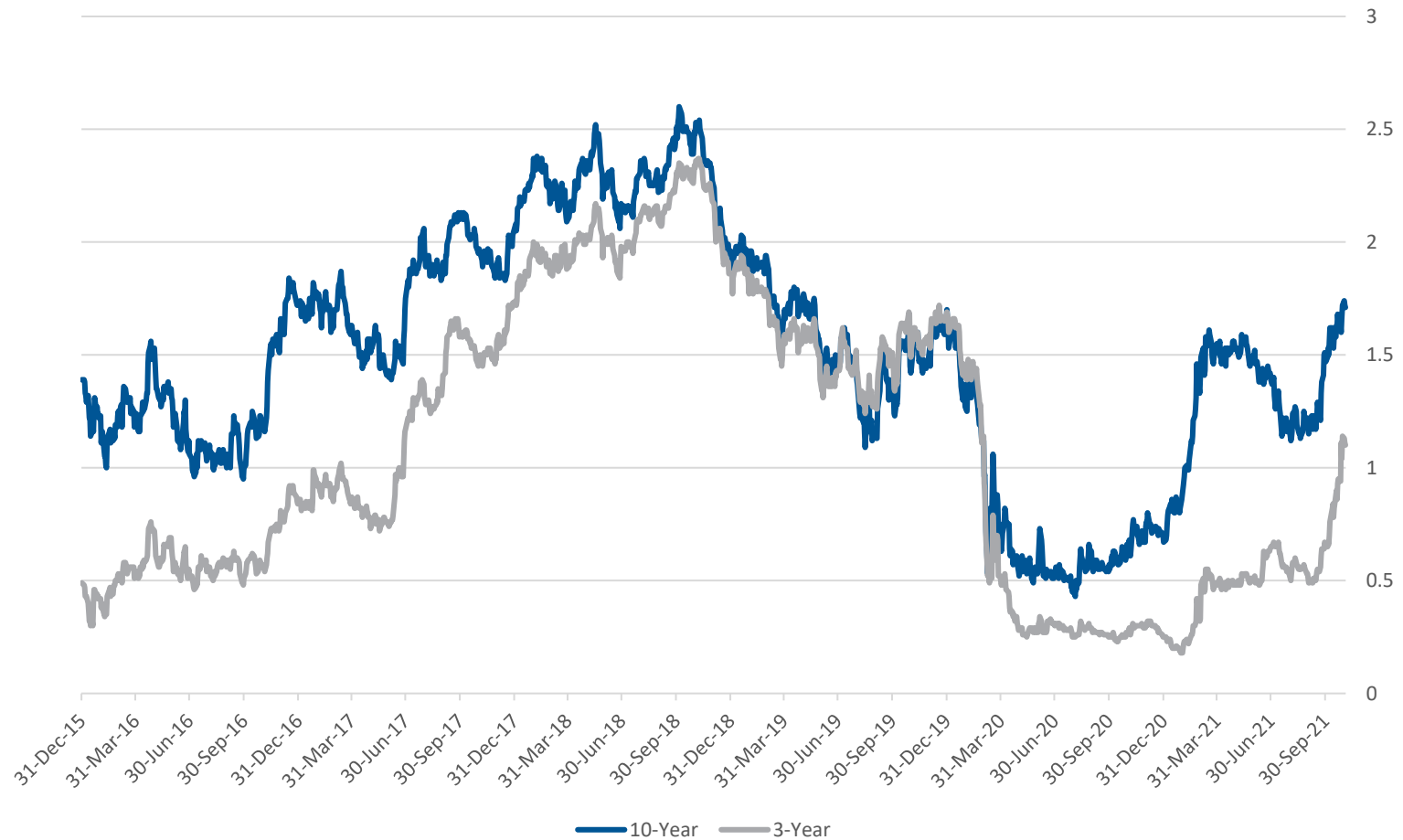
Performance Benchmark : 5% FTSE CAN TBILL 91 days; 14% FTSE CAN Univ; 14% FTSE CAN Short Term Bond; 30% S&P TSX Comp; 15% S&P 500 \$Cdn; 15% MSCI EAFE NET \$CDN; 7% FTSE CAN TBILL 91 + 5%

Current Benchmark : 5% FTSE CAN Treasury Bills (91 days) ; 20% (50% FTSE CAN ST & 50% FTSE CAN Universe) ; 30% S&P/TSX Composite ; 15% S&P 500 \$Cdn ; 15% MSCI EAFE NET \$Cdn ; 15% (FTSE CAN TBILL 91 + 5%)



Bonds

Canada 3 & 10 Year Bond Yield



As of November 3rd, 2021

Source: Bank of Canada

Bond Analysis

Fiera Balanced EFT Fund (Endowment, Foundation & Trust)



September 30, 2021

	Portfolio Weights	Benchmark*
Sector Commitments		
Government of Canada	16%	12%
Provincial/Municipal	50%	48%
Corporate	34%	39%
Quality & Characteristics		
AAA	16%	43%
AA	27%	30%
A	50%	16%
BBB	7%	11%
Duration (Yrs)	5.7	5.5
Yield To Maturity	1.6%	1.4%

Totals may not sum to 100% due to non-rated securities and money market securities.

*Benchmark: 50% FTSE CAN ST & 50% FTSE CAN Universe



Canadian Equities

Canadian Equities

Sector Allocation and Contribution

September 30, 2021

Sector	Performance, Q3-2021 (%)		Weight Sep 30 (%)		Contribution to Value Added, Q3-2021 (%)	
	Portfolio	Index*	Portfolio	Index*	Sector	Security
Energy	0.8	2.8	11.4	13.1	-0.08	-0.19
Materials	-2.0	-5.6	10.4	11.2	0.02	0.42
Industrials	2.8	3.9	17.2	11.5	0.19	-0.19
Consumer Discretionary	-1.2	-6.5	4.4	3.6	-0.06	0.25
Consumer Staples	6.5	4.6	4.0	3.7	0.02	0.07
Health Care	16.9	-19.4	0.3	1.0	0.20	0.11
Financials	1.9	1.1	32.9	31.9	0.01	0.24
Information Technology	4.7	-1.3	8.8	11.5	0.08	0.49
Communication Services	-2.0	0.7	4.5	4.9	0.00	-0.13
Utilities	2.6	1.0	3.3	4.6	-0.01	0.05
Real Estate	11.1	3.3	2.7	3.1	-0.02	0.19
Total	1.9	0.2	100.0	100.0	0.36	1.32

*S&P/TSX Composite

Note: The cash position is excluded from the calculations.

Canadian Equities

Main Sources of Value Added/Detracted

September 30, 2021

Security	Sector	Average Weight - Q3-2021 (%)		Performance (%)	Value Added (%)	
		Portfolio	Index*	Q3-2021	Q3-2021	
1. Shopify Inc	Information Technology	0.0	7.3	-5.2	<div></div>	0.38
2. Magna Intl Inc	Consumer Discretionary	0.0	1.0	-16.5	<div></div>	0.18
3. Barrick Gold Corp	Materials	0.0	1.5	-9.8	<div></div>	0.16
4. Tilray Inc	Health Care	0.0	0.3	-35.9	<div></div>	0.12
5. Canopy Growth Corp	Health Care	0.0	0.2	-41.5	<div></div>	0.10

Security	Sector	Average Weight - Q3-2021 (%)		Performance (%)	Detracted Value (%)	
		Portfolio	Index*	Q3-2021	Q3-2021	
1. Cdn Natl Railway	Industrials	2.0	3.3	12.7	-0.17	<div></div>
2. Enbridge Inc	Energy	0.0	3.4	3.4	-0.11	<div></div>
3. Tourmaline Oil Corp	Energy	0.0	0.3	27.6	-0.10	<div></div>
4. BCE Inc	Communication Services	0.0	2.0	5.2	-0.10	<div></div>
5. Aliment Couche-Tard	Consumer Staples	0.0	1.4	6.8	-0.08	<div></div>

Note: The cash position is not considered in the calculations. Performance reflects the return of the security for the period during which it was held in the portfolio. For securities not held in the portfolio, performance reflects the market performance of the security for the entire period. If a position was newly added or entirely removed during the quarter, the security performance shown for the portfolio may be significantly different than the market performance for the entire period.

Canadian Equities

Top 3 Stocks By Sector

September 30, 2021

	Portfolio (%)	Index* (%)
1. Energy	11.35	13.06
Cdn Natural Res	4.00	1.90
Pembina Pipeline	2.44	0.76
Keyera Corp	2.38	0.24
2. Materials	10.43	11.22
Nutrien Ltd	3.95	1.62
Franco Nevada Corp	2.53	1.09
CCL Industries Inc	1.96	0.34
3. Industrials	17.25	11.46
Cdn Pacific Railway	3.83	1.91
Cdn Natl Railway	3.76	3.09
Waste Connections	2.81	1.44
4. Consumer Discretionary	4.42	3.60
Restaurant Brands	2.41	0.83
Dollarama	1.28	0.55
5. Consumer Staples	3.99	3.72
Metro Inc	2.85	0.52
Loblaw Cos Ltd	0.87	0.50
6. Health Care	0.32	1.02

	Portfolio (%)	Index* (%)
7. Financials	32.87	31.86
Royal Bank of Canada	8.70	6.21
Toronto Dominion BK	7.70	5.28
Brookfield Asset Mgt	6.13	3.42
8. Information Technology	8.79	11.47
Constellation Sftwr	3.71	1.41
Cgi Inc	2.29	0.81
Open Text Corp	1.44	0.58
9. Communication Services	4.49	4.88
Telus Corp.	2.79	1.31
Quebecor Inc	1.13	0.18
Rogers Communication	0.55	0.72
10. Utilities	3.33	4.62
Brookfield Infr Prtr	2.03	0.73
Fortis Inc	1.09	0.92
11. Real Estate	2.75	3.10
Firstservice Corp	1.55	0.31

■ Securities which are part of the top ten holdings.
Top ten holdings represent 48.7% of the portfolio.

This page displays the top three holdings above 0.30% for each sector in the portfolio.

Cash and money market positions are excluded from security weights calculations.

*S&P/TSX Composite



Foreign Equities

US Equity Ethical Fund

Sector Allocation & Contribution



September 30, 2021

Sector	Performance, Q3-2021 (%)		Weight Sep 30 (%)		Contribution to Value Added, Q3-2021 (%)	
	Portfolio	Index*	Portfolio	Index*	Sector	Security
Energy	0.0	0.6	0.0	2.7	0.07	0.00
Materials	4.6	-1.3	8.6	2.5	-0.26	0.52
Industrials	1.8	-2.0	10.7	8.0	-0.13	0.42
Consumer Discretionary	6.0	2.3	14.0	12.4	0.00	0.48
Consumer Staples	1.3	2.0	6.1	5.8	0.00	-0.04
Health Care	1.4	3.8	14.8	13.3	0.04	-0.35
Financials	6.1	5.1	17.8	11.4	0.17	0.15
Information Technology	4.7	3.7	20.0	27.6	-0.06	0.19
Communication Services	12.0	3.9	7.9	11.3	-0.04	0.56
Utilities	0.0	4.1	0.0	2.5	-0.03	0.00
Real Estate	0.0	3.2	0.0	2.6	-0.01	0.00
Total	4.6	2.9	100.0	100.0	-0.25	1.94

*S&P 500 Total Return - Cdn\$






Note: The cash position is excluded from the calculations.






US Equity Ethical Fund

Main Sources of Value Added/Detracted



September 30, 2021

Security	Sector	Average Weight - Q3-2021 (%)		Performance (%)	Value Added (%)	
		Portfolio	Index*	Q3-2021	Q3-2021	
1. MSCI Inc	Financials	4.4	0.1	16.9		0.56
2. Autozone Inc	Consumer Discretionary	4.1	0.1	16.4		0.51
3. Alphabet Inc	Communication Services	7.6	2.2	12.0		0.44
4. Factset Resh Sys Inc	Financials	2.0	0.0	20.5		0.32
5. Oracle Corp	Information Technology	3.1	0.4	14.9		0.30

Security	Sector	Average Weight - Q3-2021 (%)		Performance (%)	Detracted Value (%)	
		Portfolio	Index*	Q3-2021	Q3-2021	
1. Cme Group Inc	Financials	2.5	0.2	-6.6	-0.22	
2. Graco Inc	Industrials	2.7	0.0	-5.3	-0.22	
3. Tesla Inc	Consumer Discretionary	0.0	1.5	16.7	-0.19	
4. Mastercard Inc	Information Technology	4.6	0.9	-2.5	-0.19	
5. Nike Inc	Consumer Discretionary	3.4	0.6	-3.7	-0.18	

Note: The cash position is not considered in the calculations. Performance reflects the return of the security for the period during which it was held in the portfolio. For securities not held in the portfolio, performance reflects the market performance of the security for the entire period. If a position was newly added or entirely removed during the quarter, the security performance shown for the portfolio may be significantly different than the market performance for the entire period.

US Equity Ethical Fund

Top 3 Stocks By Sector



September 30, 2021

	Portfolio (%)	Index* (%)
1. Energy	0.00	2.75
2. Materials	8.56	2.48
Sherwin Williams Co	4.02	0.19
Linde Plc	3.28	0.41
Ecolab Inc	1.26	0.14
3. Industrials	10.74	8.04
Carrier Global Corp	2.87	0.12
Middleby Corp	2.72	0.00
Graco Inc	2.70	0.00
4. Consumer Discretionary	14.04	12.36
Autozone Inc	4.49	0.10
Lowes Co	3.62	0.39
Nike Inc	3.14	0.51
5. Consumer Staples	6.13	5.77
Pepsico Inc	4.14	0.57
Colgate Palmolive Co	1.99	0.17
6. Health Care	14.82	13.25
Unitedhealth Grp Inc	4.69	1.01
Johnson & Johnson	4.51	1.16
Becton Dickinson	3.02	0.19

	Portfolio (%)	Index* (%)
7. Financials	17.80	11.39
Moodys Corp	6.89	0.16
MSCI Inc	4.38	0.14
Cme Group Inc	2.40	0.19
8. Information Technology	20.01	27.63
Microsoft Corp	9.26	5.80
Mastercard Inc	4.55	0.83
Oracle Corp	3.17	0.39
9. Communication Services	7.90	11.29
Alphabet Inc	7.90	2.20
10. Utilities	0.00	2.46
11. Real Estate	0.00	2.58

■ Securities which are part of the top ten holdings.
Top ten holdings represent 54.8% of the portfolio.
This page displays the top three holdings above 0.30% for each sector in the portfolio.

Cash and money market positions are excluded from security weights calculations.



















*S&P 500 Total Return - Cdn\$

International Equity Ethical Fund

Sector Allocation & Contribution



September 30, 2021

Sector	Performance, Q3-2021 (%)		Weight Sep 30 (%)		Contribution to Value Added, Q3-2021 (%)	
	Portfolio	Index*	Portfolio	Index*	Sector	Security
Energy	0.0	11.2	0.0	3.5	-0.29 	0.00
Materials	-6.6	-3.6	3.5	7.3	0.22 	-0.12 
Industrials	0.9	3.6	27.1	15.8	0.21 	-0.69 
Consumer Discretionary	6.0	-1.4	12.9	12.7	0.04 	0.87 
Consumer Staples	-1.6	-1.2	17.6	10.2	-0.21 	-0.07 
Health Care	10.2	2.8	12.6	12.6	0.01 	0.87 
Financials	1.1	4.1	10.9	17.2	-0.14 	-0.31 
Information Technology	4.8	7.4	15.3	9.6	0.37 	-0.41 
Communication Services	0.0	-1.9	0.0	4.8	0.18 	0.00
Utilities	0.0	-2.4	0.0	3.3	0.14 	0.00
Real Estate	0.0	-0.8	0.0	2.9	0.08 	0.00
Total	2.6	1.8	100.0	100.0	0.62	0.14

*MSCI EAFE NET \$Cdn

Note: The cash position is excluded from the calculations.

International Equity Ethical Fund

Main Sources of Value Added/Detracted



September 30, 2021

Security	Country	Sector	Average Weight - Q3-2021 (%)		Performance (%)	Value Added (%)
			Portfolio	Index*	Q3-2021	Q3-2021
1. Keyence Corp	Japan	Information Technology	5.6	0.7	21.6	0.93
2. Shimano Inc	Japan	Consumer Discretionary	3.5	0.1	26.9	0.74
3. Novo-Nordisk As	Denmark	Health Care	5.1	1.0	18.6	0.63
4. Alcon AG	Switzerland	Health Care	2.1	0.2	19.0	0.29
5. Spirax-Sarco Eng	United Kingdom	Industrials	3.3	0.1	9.8	0.25

Security	Country	Sector	Average Weight - Q3-2021 (%)		Performance (%)	Detracted Value (%)
			Portfolio	Index*	Q3-2021	Q3-2021
1. Taiwan Semiconductor	Taiwan	Information Technology	7.0	0.0	-4.6	-0.46
2. Schindler Holding AG	Switzerland	Industrials	3.4	0.1	-10.1	-0.38
3. L'Oreal	France	Consumer Staples	3.9	0.0	-6.9	-0.37
4. Intertek Group	United Kingdom	Industrials	2.8	0.1	-9.5	-0.32
5. Richemont(cie Fin)	Switzerland	Consumer Discretionary	2.6	0.4	-10.6	-0.29

Note: The cash position is not considered in the calculations. Performance reflects the return of the security for the period during which it was held in the portfolio. For securities not held in the portfolio, performance reflects the market performance of the security for the entire period. If a position was newly added or entirely removed during the quarter, the security performance shown for the portfolio may be significantly different than the market performance for the entire period.

International Equity Ethical Fund

Top 3 Stocks By Sector



September 30, 2021

	Portfolio (%)	Index* (%)
1. Energy	0.00	3.49
2. Materials	3.54	7.33
Air Liquide(l')	2.15	0.45
Chr.Hansen Hldgs A	1.39	0.05
3. Industrials	27.10	15.79
Ihs Markit Ltd	4.96	0.00
Spirax-Sarco Eng	3.24	0.09
Geberit	3.20	0.16
4. Consumer Discretionary	12.92	12.74
Shimano Inc	3.71	0.13
Essilorluxottica	3.41	0.32
Intercontl Hotels	3.14	0.07
5. Consumer Staples	17.64	10.22
Nestle Sa	7.30	2.06
L'Oreal	4.42	0.62
Unilever Plc	3.57	0.00
6. Health Care	12.57	12.65
Novo-Nordisk As	5.37	0.97
Roche Hldgs AG	4.88	1.53
Alcon AG	2.32	0.24

	Portfolio (%)	Index* (%)
7. Financials	10.94	17.17
London Stock Exch	3.47	0.20
Cmnwlth BK of Aust	3.15	0.79
Svenska Handelsbkn	2.02	0.10
8. Information Technology	15.29	9.62
Taiwan Semiconductor	6.89	0.00
Keyence Corp	5.34	0.69
Sap Se	3.06	0.84
9. Communication Services	0.00	4.80
10. Utilities	0.00	3.26
11. Real Estate	0.00	2.93

■ Securities which are part of the top ten holdings.
Top ten holdings represent 49.9% of the portfolio.
This page displays the top three holdings above 0.30% for each sector in the portfolio.

Cash and money market positions are excluded from security weights calculations.

*MSCI EAFE NET \$Cdn

International Equity Ethical ESG Fund

Composition by Region



September 30, 2021

Region	Weight (%) - Sep 30	
	Portfolio	Index*
United Kingdom	27.4	14.4
Europe ex UK	46.3	50.1
Japan	13.3	24.2
Asia Pacific ex Japan	3.1	11.3
Emerging Countries	9.1	0.0
Cash	0.8	0.0
Total	100.0	100.0

*MSCI EAFE NET \$Cdn



Alternative Income

Fiera Diversified Real Assets Fund

Allocation of Assets by Strategy



Fiera Diversified Real Assets Fund (R589)	Strategy	Allocation (in C\$ M)	Allocation (%)
Fiera Global Agriculture	Agriculture	39	20%
Fiera Global Infrastructure	Infrastructure	34	17%
Fiera Core Real Estate	Real Estate	35	18%
Cash & Liquid Alternatives*	Other	88	45%
Total		196	100%

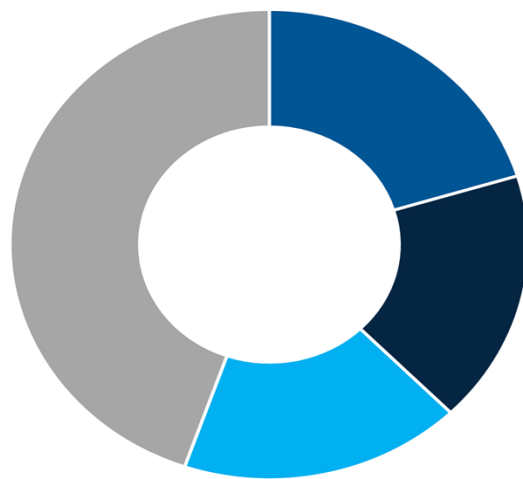
*The liquid alternatives portion of the portfolio is currently held in the Fiera Multi Strategy Income Fund, but is expected to be deployed over time.

Fiera Diversified Real Assets Fund

A Well-Diversified Portfolio

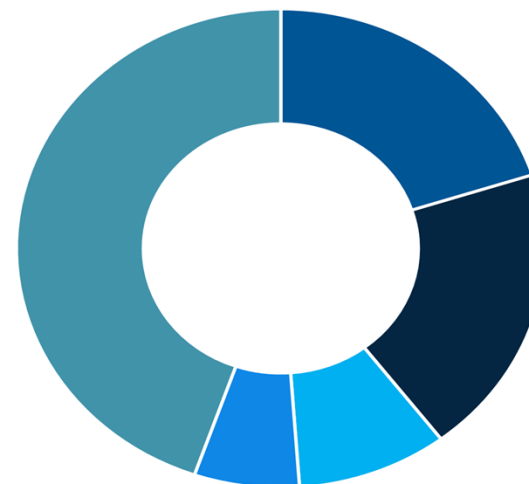


Asset Class



Agriculture	20.3%
Infrastructure	17.4%
Real Estate	17.6%
Cash & Other*	44.7%

Geography



Canada	20.0%
United States	19.6%
Europe	9.2%
Asia Pacific	6.4%
Cash and Other*	44.7%

*Includes liquid alternatives

Fiera Diversified Real Assets Fund

Portfolio Performance & Characteristics



Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD ¹
2019						0.12	0.43	-0.11	0.97	0.62	0.21	2.34	4.65
2020	0.26	0.20	0.01	0.14	0.58	0.36	0.18	0.25	0.64	0.36	0.39	2.14	5.63
2021	0.55	0.73	-0.43	0.53	0.42	1.07	0.56	0.80	0.43				4.77
1 Month	3 Months	6 Months	QTD	YTD	1 Year	2 Years	SI ²						
0.43	1.81	3.88	1.81	4.77	7.81	6.86	6.49						

RISK/RETURN ANALYSIS (%)	
Net annualized return since inception ²	6.49
Annualized standard deviation	1.97
Annualized Sharpe ratio	2.88
Best monthly return	2.34
Worst monthly return	-0.43
Percentage of months with positive performance	92.86
Worst drawdown	-0.43

Past performance is not a guarantee or indicator of future results. Inherent in any investment is the risk of loss. Returns are net of fees payable to underlying strategy.

1. Year to date ("YTD") represents the cumulative compounded rate of return for all months of data in each respective year. QTD = Quarter to Date; YTD = Year to Date; SI = Since Inception
2. Inception date: June 1, 2019

Compliance Statement



The undersigned confirms that, throughout the 3-month period ending September 30th, 2021:

The portfolio managed by Fiera Capital Corporation for Ryerson University (the "Account") was in compliance with the investment guidelines and restrictions applicable to the Account.

The Fiera Fund held in the Account (the "Fund") was in compliance with the investment guidelines and restrictions applicable to the Fund.

The undersigned confirms that, to the best of his knowledge, no investigation or disciplinary action has been commenced against Fiera Capital Corporation during the period by any securities regulatory authority.

Dated October 14th, 2021

A handwritten signature in blue ink, appearing to read "Thomas Di Stefano".

Thomas Di Stefano, CFA
Head of Compliance – Canada

Prepared in accordance with Fiera Capital Corporation's Compliance Breach Management Framework for Client Investment Guidelines.

Main Scenario | Reflationary Recovery

Probability 50%

Our base case scenario calls for the global economic recovery to extend at an above-trend pace over the next 12 to 18 months, without the fear of a premature monetary policy tightening event. The successful rollout of several safe and effective vaccines and/or treatments ultimately accelerates the return to economic normality. As the wider population gets inoculated and as virus trends improve, both isolationism and social distancing measures abate and sentiment improves drastically. Restrictions are relaxed and the reopening progresses across the larger economy. In response, economic activity snaps back dramatically as pent-up demand is unleashed, particularly given that savings remain extraordinarily elevated across the globe, which amplifies the nascent recovery. Meanwhile, inflation expectations remain well-anchored, which allows policymakers to look through the post-pandemic surge in inflationary pressures and extend their highly-accommodative monetary policy stance. While central bank asset purchases are indeed set to be scaled-down through 2022, the bar for interest rate increases remains higher over this 12-18 month timeframe. Nevertheless, both the Federal Reserve and the Bank of Canada begin the gradual rate normalization process by 2023 given that their respective economies will be operating at full potential and output gaps will be closed. Still, the policy transition from extremely stimulative towards a neutral stance occurs progressively over several years, extending the longevity and visibility of the economic cycle.

Scenario 2 | Stagflation

Probability 40%

A growing risk to our base case scenario is that the world economy turns stagflationary in nature, a toxic combination of slowing global growth and accelerating prices. The “Stagflation” scenario assumes that inflationary pressures shift persistently higher and de-anchors inflation expectations, with global economic prospects subsiding amid the fallout. Specifically, the near-term spike in pricing pressures proves more enduring than expected, and lasts long enough to become embedded in inflation expectations. Supply-chain dislocations take longer to correct, while shortages and subdued participation in the labour force become more long-lasting given lingering health-related fears of returning to work, the structural shift in demographics (ageing populations), or skills mismatches in the post-pandemic reality. The subsequent rise in input costs and the rapid buildup in wages cuts into the profitability of corporations, consumers struggle to maintain their purchasing power, and inflation expectations become de-anchored. In response, policymakers abandon their perceived tolerance for higher inflation and act aggressively to stem the inflationary spiral. This assertive and hawkish-leaning policy adjustment sparks a moderation in global growth to well-below potential levels. The stagnation in global growth occurs concurrently with an acceleration in inflation and tighter monetary policy, creating a tumultuous financial market landscape whereby both equities and bonds experience declines amid a marked deterioration in the macroeconomic landscape.

Scenario 3 | Economic Relapse

Probability 10%

Another wildcard continues to be the emergence of highly-transmissible COVID-19 variants that have become the dominant strain across much of the globe. Failure to keep the pandemic under control risks a more protracted period of restrictions that delays the return to normal and jeopardizes the imminent recovery. At the same time, vaccine hesitancy in some parts of the world has created a hurdle to reaching herd immunity and fully eradicating COVID-19. As it takes longer to gain control over the propagation of the virus, mitigation efforts from governments and social distancing behaviours linger-on and health fears prompt some reluctance from consumers and businesses to re-engage fully. Meanwhile, the global economy takes longer to reopen fully, while confinement measures are reinstated and fuel a steep contraction in growth. However, the silver lining is that the fragile state of the economy and stubbornly-elevated unemployment ensures that monetary and fiscal policy remain expansionary, which helps to alleviate any permanent damage in this calamitous risk-off scenario.



Appendix – Stabilization Fund

Portfolio Summary

Stabilization Fund

	Dec. 31 2020	March 31 2021	June 30 2021	Sept. 30 2021	Benchmark
Cash & Short-Term	100.0%	100.0%	100.0%	100.0%	100% (0-100)
Market Value	\$13,950,136	\$22,620,308	\$22,635,274	\$17,496,094	

\$8,655,736 Deposit on February 26, 2021

\$5,152,217 Withdrawal on July 30, 2021

Annualized Performance

Stabilization Fund

	Q3-2021	Value Added	Year to date	Value Added	1 year	Value Added	2 years	Value Added	Since* Inception	Value Added
Total Portfolio	0.07	0.01	0.23	0.11	0.32	0.17	0.79	0.09	1.01	0.14
FTSE CAN Treasury Bills (91 days)	0.06		0.12		0.15		0.70		0.87	

* Inception Date: April 26, 2019

Compliance Statement



The undersigned confirms that, throughout the 3-month period ending September 30th, 2021:

The portfolio managed by Fiera Capital Corporation for Ryerson University Stabilization Fund (the "Account") was in compliance with the investment guidelines and restrictions applicable to the Account.

The Fiera Fund held in the Account (the "Fund") was in compliance with the investment guidelines and restrictions applicable to the Fund.

The undersigned confirms that, to the best of his knowledge, no investigation or disciplinary action has been commenced against Fiera Capital Corporation during the period by any securities regulatory authority.

Dated October 14th, 2021

A handwritten signature in blue ink, appearing to read "Thomas Di Stefano".

Thomas Di Stefano, CFA
Head of Compliance – Canada

Prepared in accordance with Fiera Capital Corporation's Compliance Breach Management Framework for Client Investment Guidelines.



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Investing in a Sustainable Future

2020 Responsible
Investment Report

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“ We can and must contribute to creating a more sustainable future. ”

– Jean-Guy Desjardins

Chief Executive Officer
and Chairman of the Board

CEO Message

Investing in a Sustainable Future

At Fiera Capital, acting responsibly has always been one of our fundamental guiding principles, both as an organization and as an asset manager.

As stewards of capital, we manage assets on behalf of our clients who entrust us with great responsibility. Through this important role, we efficiently allocate capital in order to generate long-term positive outcomes that extend well beyond enhancing risk-adjusted returns. As efficient capital allocators advocating for sound governance and ethical business practices from the companies we invest in around the world, we can and must contribute to creating a more sustainable future. This, in turn, will enable economies and societies to thrive and prosper.

Our commitment to responsible and sustainable investment practices has been journey of close to 20 years and we continue to raise the bar



year after year ever since we implemented our first proxy voting policy. Since then, we have continued to develop our responsible investment solutions to help clients meet their own sustainability goals. Sustainability is increasingly at the centre of Fiera Capital's investment approach and further embedded in our entire investment process, in line with the growing demand from clients for access to a broad range of environmental, social and governance (ESG)-focused investment solutions.

In addition to our full spectrum of responsible investing solutions, we are also able to integrate ESG principles into most of our investment strategies, from screening out specific sectors to proactively seeking out investments which will generate a positive social and/or environmental impact.

Our engagement towards responsible investment is also based on our strong conviction that organizations that understand and successfully manage their material ESG factors and associated risks tend to create more resilient, higher quality businesses and assets, and are therefore better positioned to deliver sustainable value over the long term.

At Fiera Capital, we owe much of our success to our investment teams who are highly accountable for the decisions they make. They have the necessary autonomy and flexibility to best assess materiality and integrate ESG factors in a manner that best suits their investment style or asset class. We believe this approach creates more meaningful engagement with companies we invest in on behalf of our clients with respect to sound governance and business practices, in addition to reinforcing a culture of continuous learning and improvement throughout our firm.

Our rigorous approach to risk management is also embedded in our investment processes to achieve optimal performance within an appropriate level of risk. While aiming to generate the best returns possible for our clients, we never lose sight of their chosen risk profile, goals and ambitions.

Looking ahead, we will continue to put the full strength of our organization behind our responsible investing approach and adopt best practices as they emerge, including SASB Standards and those of the Impact Management Project. They will serve as frameworks to guide



our ability to identify material sustainability issues. As an early signatory of the United Nations Principles for Responsible Investment we will continue to look for innovative ways to fulfill our responsibilities and to ensure that our investment practices continuously evolve.

As climate change tipping points loom closer than ever, our focus and investments over the next few years will largely be placed on getting better resources and tools to help identify and mitigate climate change-related risks. This includes the risks associated with transitioning to the green economy and the physical risks of the potential impacts of climate change.

We believe companies that exhibit an efficient use of resources – such as waste reduction or lower energy use – will positively impact corporate performance over time, resulting in higher margins and lower capital requirements.

We will also invest to streamline and standardize our internal processes, including automated technology solutions and leveraging our in-house data management expertise, to support long-term value creation and assess climate change risks.

We will be looking closely at the recommendations from the Task Force on Climate-Related Financial Disclosures to further develop our understanding of how our investments impact and are impacted by climate change. In 2021, we joined the Net Zero Asset Managers initiative, and committed to working proactively towards the goal of our investment strategies being managed in line with achieving net zero emissions by 2050.

Our ability to address ESG issues and global challenges collectively is more important than ever. With every investment decision, we are committed to maintaining the highest standards of responsible investing and to creating a sustainable future and a better world for all.

Sincerely,

Jean-Guy Desjardins

Chief Executive Officer and Chairman of the Board

2020 Highlights



Proxy Voting

For the third time in four years, we revised our global proxy voting guidelines to remain at the forefront of governance best practices and to incorporate guidelines in line with current sustainability issues.



Impact Strategy

We launched our first impact strategy, which aims to create a positive ESG impact, while generating a financial return.

The strategy specifically targets companies and issuers aligned with the United Nations Sustainable Development Goals (UN SDGs) and leverages a proprietary scoring system to quantify impact.



Benchmark Assessment

We participated in the annual Global Real Estate Sustainability Benchmark (GRESB) Assessment for seven of our funds and achieved four GRESB

“Green Star” rankings. Our Fiera Real Estate Core Fund improved its score for the fourth straight year and the Long Income Fund increased its score by 118% compared to 2019. The Fiera Industrial Fund, Fiera Real Estate Investment Fund II and Fiera Real Estate Opportunity Fund V UK were submitted to GRESB for the first time in 2020.

4

Investment Portfolio Data

Having formally endorsed the **Sustainability Accounting Standards Board (SASB)**, we are increasingly using these standards as a guide across the firm to help identify key material ESG and sustainability considerations within our investment portfolios. In a joint effort between our Office of the Global Chief Investment Officer and the Risk and Responsible Investment teams, we paired most SASB topics with our available ESG data in order to support our investment teams in dedicating more time to data analysis rather than data collection.

5

European Standardization

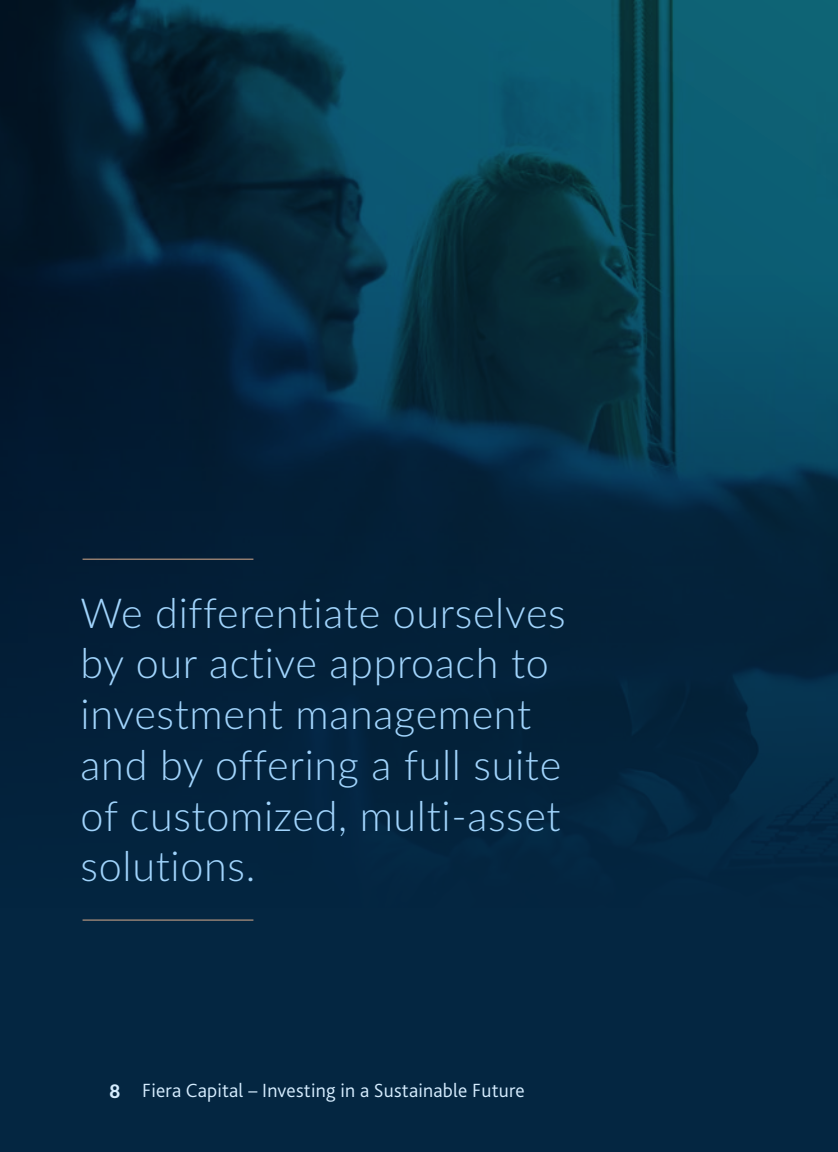
The European Union (EU) **Sustainable Finance Disclosure Regulation (SFDR)** is a new set of EU rules aiming to make sustainability profiles more transparent and comparable for funds sold throughout Europe. As a firm, we introduced SFDR and we are proud that all of our UCITS funds have been classified as Article 8, with binding environmental and social criteria integrated as standard.

6

Climate Change Data and Modeling

We continue to look at recommendations from the Task Force on Climate-Related Financial Disclosures (TCFD) to **further our climate change understanding.**

- We worked with a technology vendor to use climate science, data science, geospatial engineering and catastrophe modelling to better measure and respond to financial risks related to climate change issues for U.S. municipal issuers.
- Our Real Estate investment team has been investigating technologies to get a better understanding of emissions from our real estate investments.
- In 2021, we joined the Net Zero Asset Manager initiative.



We differentiate ourselves by our active approach to investment management and by offering a full suite of customized, multi-asset solutions.

Vision and Belief

Guided by our mission to create sustainable wealth for our clients, we are committed to investment excellence while striving to remain at the forefront of investment management science.

Fiera Capital is a leading independent asset management firm with a growing global presence and close to C\$179.5 billion in assets under management as of June 30, 2021.

As stewards of capital, clients from around the world turn to us to manage their assets and this comes with great responsibility that we take very seriously. We recognize that the investment landscape is constantly evolving and that responsible investing has moved well beyond just being a trend.


At Fiera Capital, our exceptional internal research capabilities and powerful technological tools are surpassed only by our outstanding people. As a research-driven investment firm, our active management model is based on disciplined, methodical analysis and the

consistent application of a rigorous investment approach, with independent research being a core tenet of our investment philosophy. This principle is the cornerstone of our approach to integrating material ESG factors into our investment processes.

Beliefs

Our ESG approach is underpinned by our strong conviction that organizations who successfully manage ESG factors create more resilient businesses and assets, and are better positioned to deliver sustainable value over the long term.

Our investment teams – operating as autonomous boutiques of investment excellence – have the independence to implement their strategies and to best assess materiality and integrate ESG factors in a manner that best suits their investment style or asset class. We believe this flexible approach creates a more meaningful discussion with companies we invest in to address specific sustainability challenges.

A photograph of two people, seen from behind, sitting at a desk in a dimly lit office. They are looking at multiple computer monitors displaying data and charts. The scene is bathed in a blue light, suggesting a high-tech or data-driven environment.

We believe that for ESG factors to be well integrated within the investment decisions we make, investment teams must be accountable for their ESG integration processes.



The future of investment research will be shaped by data science and technology.

We also believe that integrating ESG assessments into our investment analysis and decision-making processes truly benefits the valuation of companies, providing a deeper understanding of business models and industry challenges, in addition to helping companies thrive over the long term.

Integrating ESG considerations into our investment activities also serves to better control inherent risks in our portfolios. Being an active, engaged and responsible investor empowers us to enhance the long-term, risk-adjusted performance of our investments, which is also part of our fiduciary duty.

Our approach also rests on the premise that the future of investment research will be shaped by data science and technology that will enable us to gain deeper insight into companies, industries and sectors we may consider investing in.

Robust Corporate Governance to Drive Performance

Applying solid governance to our investment processes is part of our DNA. This includes a rigorous approach to risk management to achieve optimal performance within an appropriate level of risk.

Over the past year, we dedicated considerable resources to further support the integration of ESG factors into our investment processes and to establish a governance structure to oversee our teams' sustainability and responsible investing activities.

The oversight and accountability for our responsible investing initiatives primarily falls under the auspices of the Office of the Global Chief Investment Officer and the Risk and Responsible Investment teams.

Our investment teams assess material ESG risk factors and integrate activities in a manner that best suits their particular investment style or asset class. They also engage with investors on material ESG issues and proactively address risks and trends through education and outreach.

Our global ESG Committee, which includes representation from internal stakeholders across functions and visions, is mandated to oversee our responsible investing initiatives. The Committee is ultimately responsible for setting clear sustainability objectives for the entire firm, in addition to monitoring and identifying sustainability and climate-related risks, trends and opportunities to advance the integration of ESG and responsible investment practices throughout the organization.



Read more about how we manage responsible investing in our policies outlined below:

View PDF >

Global Responsible Investment Policy

View PDF >

Proxy Voting Policy

View PDF >

Sustainability Risk Policy

View PDF >

Principal Adverse Impacts Investment Due Diligence Policy

View PDF >

Engagement Policy Summary



Active Ownership, Core to Our Fiduciary Duty

We believe sound corporate governance and business practices are at the heart of generating sustainable wealth. We engage in a constructive and collaborative way with companies in our portfolio to maximize the potential for long-term value creation for our investors.

As part of our fiduciary responsibility to our clients, investment stewardship gives us the opportunity to use our voice to positively influence companies within our portfolios to adopt and implement sound ESG practices. In turn, we believe this active ownership approach will produce long-term sustainable value for our clients.

We use our ownership positions to promote good corporate governance practices, exercising our proxy voting rights and actively engaging with companies we invest in on material ESG issues. ESG performance and issues are monitored within our firm to provide insights for our voting decisions and to prioritize our engagement activities.

➤ At Fiera Capital, our active ownership approach is twofold:



Engagement



Proxy Voting



The scope of our **engagement** spans both financial and ESG considerations, with direct engagement being our method of choice as it allows for a straightforward dialogue with a company.

This approach may evolve in an ongoing dialogue that extends beyond short-term financial metrics and long-term strategy, to include considerations such as culture, sustainability, governance practices and disclosure within a company.

Besides engaging directly with individual companies, we also consider working collaboratively in order to have a more powerful impact. We intend to be more active on that front in the future with increased participation in collaborative engagement initiatives that are in line with our active ownership principles. This may take various forms, including teaming up with other investors on specific engagement topics or joining responsible investment associations for the advancement of certain topics important to us.

Our engagement approach
is guided by our
Engagement Policy

[View PDF >](#)

Read the article by our
Global Equity team
**Why Corporate
Governance is the Key to
an ESG-friendly Portfolio**

[View PDF >](#)



Proxy voting is a crucial element in the integration of ESG factors within our investment process. We exercise our voting rights in order to maintain the highest standards of corporate governance and business practices of companies within our portfolio to maximize value creation and protect the economic interest of shareholders.

In Canada, our Proxy Voting Policy has been in effect since 2003, providing guidelines for the exercise of voting rights related to ESG issues, which includes systemic issues such as climate change. In the U.S., our Proxy Voting Policy also addresses conflicts that may arise between our interests and those of our clients. Some Fiera Capital affiliates also consult external proxy voting advisors to provide complementary analysis and recommendations.

Across the firm, we retain a record of all proxy votes in a proxy voting log to comply with the jurisdictions where we operate.

In fiscal year 2020, we voted at 1,942 meetings for a total of 22,730 management and shareholder resolutions.

We invite you to consult our **Responsible Investment Policy** and **Proxy Voting Policy** to learn more about Fiera Capital's approach to integrating material ESG assessments into our investment processes.

Responsible Investment Policy

[View PDF >](#)

Proxy Voting Policy

[View PDF >](#)

Collaborating to Promote Responsible Investing

Our commitment to responsible investing entails we abide by key pledges and frameworks.

It also implies we collaborate and partner with organizations to promote robust corporate governance, as well as sound and sustainable business practices.

We support and participate in many initiatives around the world and our collaboration takes many different forms.

Organizations that promote responsible investing

United Nations Principles for Responsible Investing (UN PRI)



Since 2009, Fiera Capital has been a signatory of the UN PRI, worldwide leader in the field of sustainability. As such, we are continuously assessed on our performance and we report annually on our ESG integration approach and progress.

We are proud to have obtained above median results in several categories and to have earned an A+ in the Strategy and Governance category.

Canadian Coalition for Good Governance (CCGG)



CCGG promotes good governance practices among public companies in Canada, with a strong focus on independent board members of corporations. CCGG is increasingly focusing on environment and social factors when engaging with board members.

Supporting frameworks

Sustainability Accounting Standards Board (SASB)



SASB is a framework with growing global recognition.

As an official supporter since 2020, we promote the standard internally, and it is used by an increasing number of our investment teams across the firm.

Global Real Estate Sustainability Benchmark (GRESB)



GRESB is the most recognized global ESG benchmark for real assets.

More than 100 institutional investors, representing approximately \$22 billion in assets under management, use GRESB data to monitor their investments and make decisions that lead to a more sustainable industry.

Impact Management Project (IMP)



IMP is an initiative backed by many foundations, asset owners and asset managers around the world, aiming to provide a framework for impactful sustainability initiatives.

This framework is currently used in our Global Impact Fund launched in 2020.

Climate Change-Related Risks

Climate change is a critical challenge of our time.





We monitor environmental performance, support the transition to a lower carbon economy and invest in climate change mitigation and resilience.

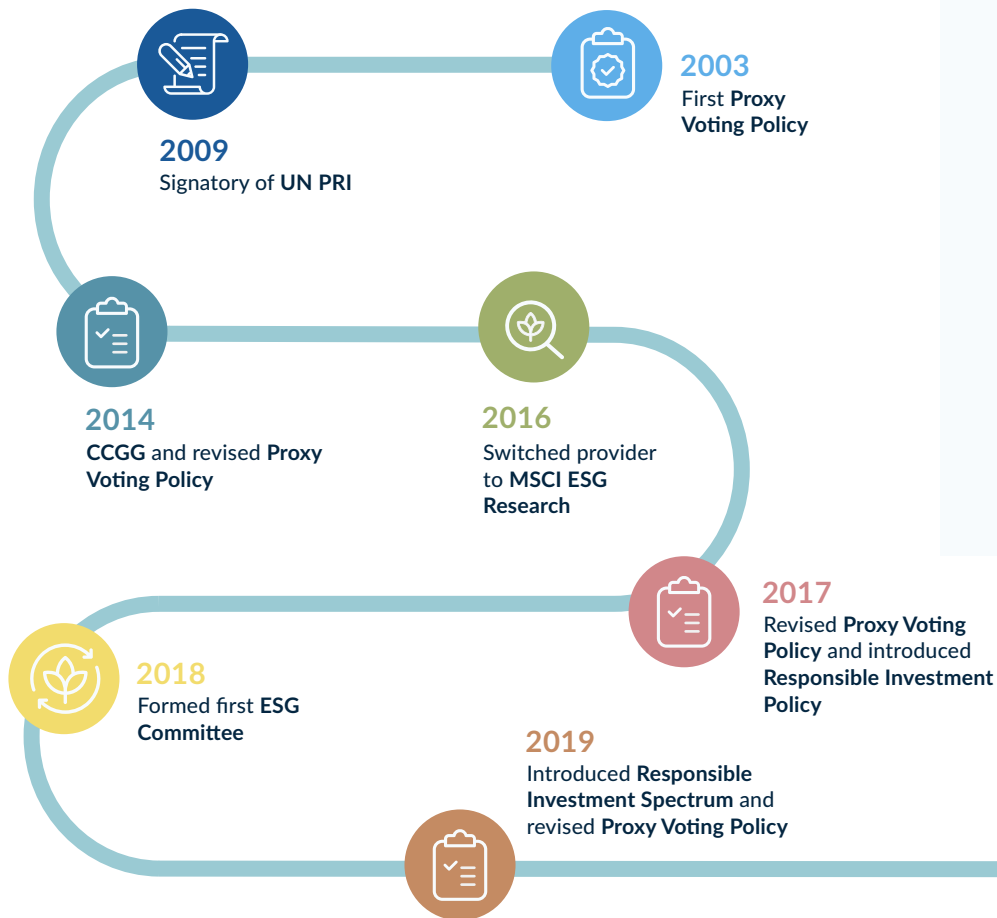
At Fiera Capital, we recognize the threats posed by climate change to business, to public health and to the livelihoods of the communities in which we operate.

As a global asset management firm, we are supporting the transition to a lower carbon economy, and investing in climate change mitigation and resilience. In addition, we closely monitor the risks posed by climate change when making investment decisions. We strongly believe these decisions will contribute to our firm's success and the sustainability of our clients' investments.

We encourage enhanced disclosure on climate change risks by companies in which we invest on behalf of clients. As an asset manager, we are committed to steadily enhancing disclosure about how we manage climate change related financial risks. We are constantly working on ways to get better emissions data and coverage to help fully understand the underlying climate-related risks within our portfolio.

In certain asset classes and instrument types, where coverage is more difficult (like in the U.S. municipal market and in our real estate investment portfolio), we developed alternative solutions to measure financial risks posed by climate change using climate science, data science, geospatial engineering and catastrophe modelling. We will continue to explore such technologies and solutions in 2021 to increase coverage in all of our asset classes.





A Responsible Investing Journey

Our commitment to responsible investing is not just focused on a particular destination or finite timeline.

Rather, it is a journey that dates back to the founding of our firm in 2003, with the establishment of our first Proxy Voting Policy. Throughout the years, we have continuously strengthened and more deeply embedded our sustainability values in our culture and investment process.

Our solid foundation has allowed us to integrate ESG factors across our investment spectrum, in order to address diverse investor needs and objectives with respect to responsible investing. Our independent

investment team structure also results in different approaches and strategies when it comes to ESG considerations. **We approach sustainable investing in four main ways, as shown on page 22.**

Our Responsible Investment Spectrum illustrates our various sustainability approaches:

APPROACH	ESG INTEGRATION	SUSTAINABLE INVESTING		
		Negative/Ethical Screening	Positive Screening /Best-in-class	Thematic and Impact
RISK AND RETURN PROFILE	Sole Focus	Primary Focus	Dual Focus	
IMPACT PROFILE	None	Secondary Focus		
CLIENT OBJECTIVES	<div>RETURNS ←──</div>			

Responsible Investment Spectrum

ESG Integration



We systematically **incorporate ESG factors into our investment processes** in order to identify potential risks and opportunities, in addition to improving long-term, risk-adjusted returns.

Sustainable Investing



We **apply negative and positive screens** to include or exclude companies based on a specific set of values. This also includes thematic investing, which involves investing with a focus on broader ESG themes such as climate change.

Negative/Ethical Screening



We **apply ethical filters to exclude** companies from the Reference Index who derive more than 10% of their revenues, either directly or indirectly, from the following:

- > Adult entertainment
- > Alcohol
- > Cannabis
- > Military contracting
- > Gambling
- > Tobacco
- > Nuclear power
- > Firearms

Impact Investing

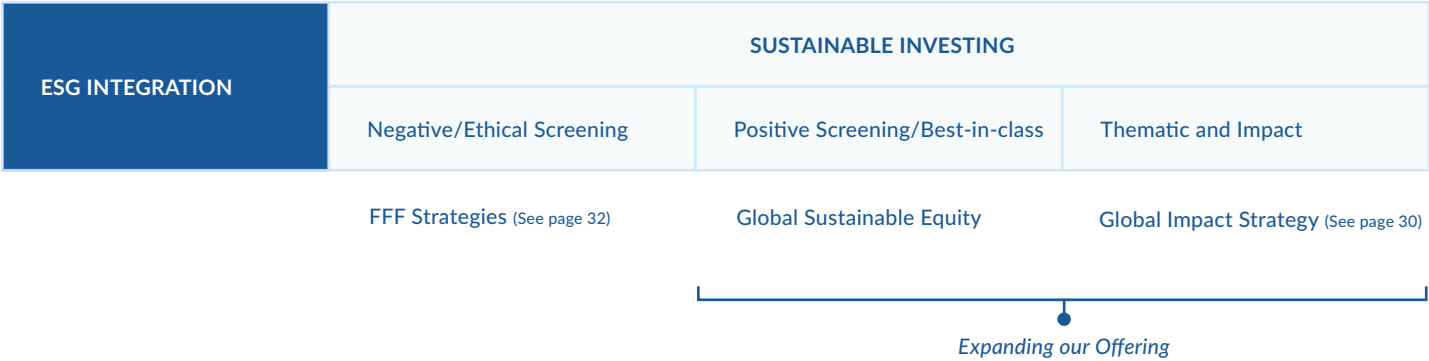



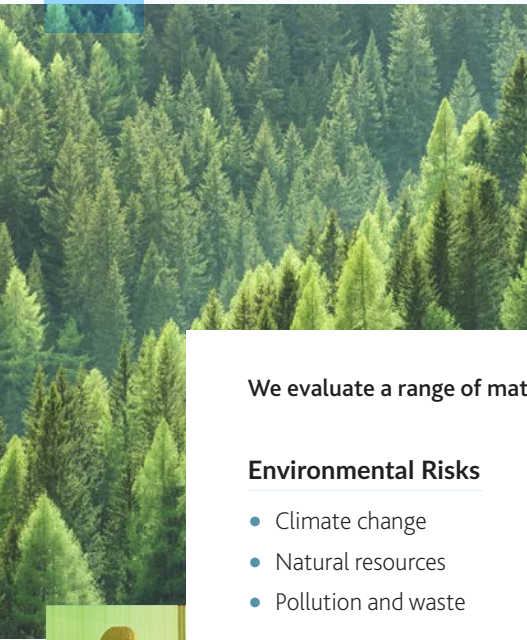
We **invest in companies** that intend to generate a measurable, positive social or environmental impact.

As we strengthen our ESG research and analysis capabilities across the firm, we are also launching different sustainability initiatives.

For example, we developed an internal and proprietary impact scoring methodology that we use as part of our impact investment strategies. We also made great strides to address the impact of climate change across our different investment strategies, taking into account the various

approaches within our spectrum. For instance, we now offer Fossil Fuel Free (FFF) strategies erring on the exclusion side of our spectrum, as opposed to our Global Sustainable and Impact Strategies, erring more on the right-hand side of the spectrum.





We integrate specific ESG considerations into our investment processes in a number of ways, including through ESG assessments of potential new investments and ongoing oversight and influence of ESG topics in companies.

We evaluate a range of material ESG factors, including some of the following topics:

Environmental Risks

- Climate change
- Natural resources
- Pollution and waste

Social Risks

- Internal social factors, such as human capital considerations
- External social factors, such as management of product safety, quality and liability
- Poor safeguards on personal data and IT security (of employees and/or customers)
- The absence of appropriate and effective safeguards for employment related risk

Governance Risks

- Lack of diversity at board or governing body level
- Inadequate external or internal audits
- Infringement or curtailment of rights of (minority) shareholders
- Bribery and corruption
- Lack of scrutiny of executive pay



Sustainable Investing in Action



**PUBLIC
MARKETS**

As an independent asset management firm with a growing global presence, we offer the full suite of public market investment capabilities to our clients around the world. We believe there are multiple approaches to managing stocks, bonds and alternative investments.

Our independent investment team structure allows us to offer a diverse range of investment strategies across asset classes and risk spectrums using a wide variety of investment styles. This flexible approach also leads to more meaningful discussions with the companies we invest in, while reinforcing a culture of continuous learning throughout the firm.

Active ownership is a key element of our fiduciary duty to our clients. As such, we use proxy voting rights and engagement with companies in which we invest on behalf of our clients, in order to address ESG considerations and contribute to positive change.



“ Our approach to integrating ESG assessments into our investment processes highlights the many benefits of increasing our knowledge of our portfolio companies, better controlling the risk of our investments and helping companies improve over the long term. ”

— Anik Lanthier

President and Chief Investment Officer, Public Markets



SPOTLIGHT

Spotlight on Engagement: An Example from the Integrated Fixed Income Team

By directly engaging with the companies we invest in, we effect change by identifying opportunities to a company's management and make recommendations that better align with investor interests.

As a major shareholder in our portfolio companies, we often have direct access to their executive teams. Through this direct and regular engagement with the C-suite, we can gain greater clarity on the company's strategic direction and intention on mitigating ESG-related risks.



At the height of the COVID-19 pandemic, we identified sectors and companies that could potentially be impacted and we frequently engaged with their management teams to review ESG risks related to the pandemic.

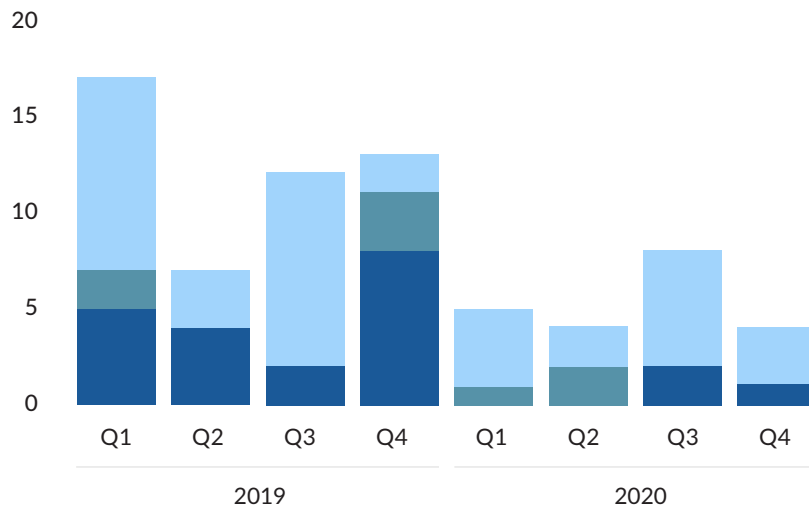
One example is our direct engagement with a leading owner of long-term care and retirement residences, one of the most at-risk demographics.

We kept in close contact with company management to discuss pandemic-related impacts on their operations, including the health and well-being of tenants and staff, as well as potential financial risks. We advocated for greater transparency regarding their facilities and management's response to the pandemic, while ensuring the company was taking all necessary steps to protect tenants and staff from virus spread. As a result, the company has improved disclosures and regular communications with all stakeholders while maintaining a solid credit record.

While our framework starts with the identification of ESG-related risks, we believe that ongoing and frequent engagement with our company portfolio management teams help to maximize long-term shareholder value for our clients, while aligning with ESG goals.

Number of Management Meetings

Track engagement and monitor outcomes



Breakdown by Area of Engagement

- Environmental ~30%
- Social ~12%
- Governance ~58%

Our Integrated Fixed Income team looks at ESG factors in this engaging whitepaper, **ESG Everyday**

[View PDF >](#)



Climate Risk Assessments

Case Study on U.S. Municipals

Our U.S. Fixed Income team has developed a model to estimate risks that may arise as a result of climate change.

This tool allows for scoring ESG risks for states, cities, countries, school districts, water, sewer and electric utilities, health care and higher education issuers of tax-exempt bonds in the U.S. Having integrated this risk model into our overall credit analysis, we can then give a score to an issuer and weight material data factors based upon the issuer's sector. For example, a state government will tend to have a greater weighting towards social factors, whereas an electric utility will lean more toward environmental factors. Governance is generally weighted at the highest percentage for all sectors.

Supported by an external supplier, we created a tool using **climate science, data science, geospatial engineering and catastrophe modelling to measure financial risks posed by climate change.** Historical climate events are used to quantify a country's GDP and property value at risk due to climate catastrophes, such as coastal flooding.

Ultimately, we can then ask ourselves if climate risks are reflected in bond pricing. As none of this disclosure is yet required, this tool will help us generate more robust environmental evaluations.

Using the tool we developed, we can ask:



How and when will issuers be able to **quantify, address and communicate** climate risk?



How do they **mitigate risks** and how much disclosure do they have about it?



How **well prepared** are different states to deal with climate change?



Global Impact Strategy

Impact investing aims to generate positive, measurable social and environmental impact alongside a financial return.

We continuously improve ESG integration within our investment decisions. In this regard, we also recognize that we need to do more to offer our clients strategies that not only screen out harmful investments but that also target investments with positive societal contributions in the form of impact investing strategies.

Introduced in February 2020, our Global Impact Strategy is the first strategy on the right side of our investment spectrum that seeks to invest in companies that have a positive social and environmental impact. It is aligned with the UN SDGs, using the IMP framework to construct impactful portfolios.

IMP is a forum for building global consensus on how to measure, compare and report positive impacts with respect to sustainability. The IMP Structured Network comprises organizations working together to coordinate standards related to impact measurement and management, and provides a lens to better understand the impact performance of different enterprises and investments against UN SDGs. IMP reached a global consensus, with impact broken down into five key dimensions:

What > Who > How Much > Contribution > Risk

Methodology

- 1 Identification of companies** with high revenue alignment with at least one UN SDG underlying target. Needs at least 50% revenue alignment.
- 2 Evaluation of impact** for both revenue and operations of the company. Based on the dimensions put forward by the IMP framework.
- 3 Determine Fiera Impact Score** based on input and calculation methodology. Scores $\geq 50/100$ are eligible for investments.

Please read our related article:
**Impact Investing;
A third Factor to the
Risk/Return Mindset**

[View PDF >](#)

Impact Investing:
A Third Factor to the Risk/Return Mindset
How Fiera Capital builds values-driven investment strategies



The Fiera Impact Score

At Fiera Capital, we have adopted IMP's guidance so that it can be used to quantify a company's impact in the form of the Fiera Impact Score (FIS).

We use the FIS to rate each investment opportunity to determine its suitability in the impact strategy.

FIS Model

The FIS model is built around the idea that companies may contribute to UN SDGs in two ways:

- **1** Through the **products and services** they sell.
- **2** Through the **operations and activities** in which they engage.

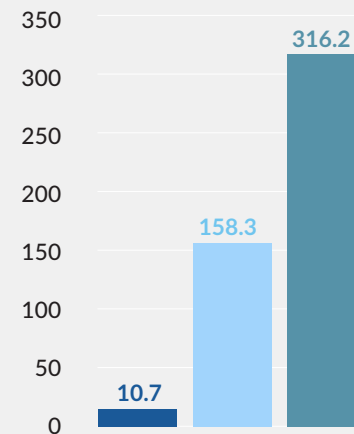
Fossil Fuel Free Strategies and Carbon Monitoring

Science shows that to mitigate the impacts of climate change, we must move to eliminate our reliance on fossil fuels and shift the world's energy choices toward a more sustainable path.

In response, we developed two Fossil Fuel Free (FFF) strategies, the FFF Canadian Equity Strategy and FFF Ethical Canadian Equity Strategy (refer to our Responsible Investment Spectrum on page 22), to screen new and existing investments for climate risk and to divest investments from stocks that contribute to fossil fuel generation.

Using our Canadian Equity FFF Strategy, our goal is to construct a portfolio with a materially lower carbon footprint without sacrificing long-term returns. To achieve this objective, the focus is placed on high-quality valued businesses with a strong emphasis on capital preservation. Energy and utilities are two sectors which are systematically excluded from this strategy.

Carbon Risk




Tonnes CO₂ equivalent per million USD in sales

- Canadian Equity FFF
- Canadian Equity
- S&P TSX

Sustainable Investing in Action



PRIVATE MARKETS



“ The uniqueness of each portfolio inherent in private markets implies they come with their own intricacies and specific challenges when considering ESG factors. Given the long-term horizon of the portfolios, the integration of material ESG factors throughout our investment process is of the utmost importance. ”

– John Valentini

President and Chief Executive Officer,
Fiera Private Alternative Investments

“ Through real assets investing, we can generate positive social and environmental impact, while creating stable and long-lasting returns for our investors. ”

– Marc-André Desjardins

Chief Investment Officer,
Fiera Private Alternative Investments

In private markets, our globally diversified platform provides differentiated and sustainable risk and return attributes to our clients through agriculture, infrastructure, real estate and private debt strategies.

Often geographically fixed and closely linked to local communities and the environment, these real assets are typically held for longer terms compared to other types of investments.

We believe ESG risk mitigation also results in inherently stronger investments in the real asset space, and we continuously embed ESG factors in our investment decisions. To support our process, we have developed ESG investment tools (for most of our strategies) to systematically identify, review and manage these considerations.

Tool	Purpose
Investment Team	
ESG Due Diligence Guideline	<ul style="list-style-type: none"> • Systematically integrate ESG into investment analysis • Outline ESG topics to facilitate analysis and ensure thorough evaluation • Ensure consistency in processes • Inform ESG section of Investment Committee memos and onboarding considerations
Asset Management Team	
ESG Onboarding Guideline	<ul style="list-style-type: none"> • Systematically integrate ESG considerations into the transition from the investment team to the asset management team • Communicate ESG expectations to assets and drive improvement from the start of ownership • Embed key ESG items into contracts/agreements and asset plans • Prepare assets to participate in other parts of our ESG program (e.g., GRESB)
Portfolio Investment ESG Reporting Guidelines	<ul style="list-style-type: none"> • Establish ongoing dialogue with portfolio investments • Understand their approach to ESG management, risk, improvement opportunities • Build internal ESG capacity and share best practices between portfolio companies
Annual ESG Information Request	<ul style="list-style-type: none"> • Collect key performance indicators across all assets such as GHG emissions, energy use, presence of ESG policies, waste generation • Align data collection with the GRESB Infrastructure Assessment • Require all portfolio companies to complete if they do not participate in GRESB • Measure portfolio-level ESG impact

An aerial photograph of a wind farm in a lush green field. Several white wind turbines are visible, with one in the foreground being the most prominent. The field is divided into sections by a dirt road and a fence. The sky is not visible, as the focus is on the landscape and the turbines.

Infrastructure Portfolio 2020 Key Statistics

67%

have conducted a materiality assessment

92%

have a health and safety policy

100%

of assets include ESG in board updates

92%

have an environmental compliance policy

8,851

direct jobs supported by Fiera assets

Infrastructure

While each asset is unique, our well-diversified infrastructure portfolio is composed of public-private partnerships, renewable energy, utilities, telecommunications and transportation assets.

When it comes to ESG matters in infrastructure, thinking short-term is not an option. As a long-term investor, we not only consider an asset's current ESG impact, but also carefully evaluate what its ESG performance will be 10, 15 or 20 years down the road.

Our robust data collection process, which covers a range of ESG indicators, allows us to understand portfolio company performance over time.



Received planning consent for the Riverside Energy Park to expand its service to further **divert waste from landfill**



Received external assurance for its **GHG emissions data**



Implemented a **sustainability reporting software** solution to help monitor and reduce energy consumption



Purchased **100% renewable energy** across all sites (excluding a small amount of electricity procured from the Port of Tilbury)



Cory Waste-to-Energy Facility

Infrastructure Case Study

Cory, a resource management, recycling and energy recovery company, which operates a waste-to-energy facility located in the UK, continues to be a sustainability leader in the portfolio.

In addition to integrating best practices for managing ESG issues, Cory's business contributes to a more circular economy, ensuring there is no waste from waste, and reduces emissions by using barges to transport waste to the facility instead of trucks.

In 2020, Cory **improved its GRESB score by 15%**, resulting in a score of 83 and a second place ranking in its peer group. Beyond GRESB, the company has many sustainability-related achievements and plans.

Read more about our infrastructure
ESG investment approach

Visit site >



2020 Portfolio Environmental Performance

726^{MWh}

1% reduction
in electricity

17^M

square foot
increase in green
certified space

98%

certification rate
for our Canadian
portfolio

88%

certification rate
for our global
portfolio

559

metric tonnes of
waste diverted
from landfill

46%

waste diversion
rate for our
Canadian portfolio

Real Estate

Real Estate investments are monitored based on their direct impact on climate change.

Our well-established ESG programs span the entire real estate investment lifecycle. ESG factors are systematically embedded in our strategy, policies and practices, asset management, portfolio management and stakeholder engagement activities. We work closely with property managers to identify opportunities to further improve performance and set a consistent operational standard.

Our real estate strategy framework is grouped under two pillars: organization sustainability and portfolio sustainability.

Fiera Real Estate's ESG Strategy Framework: Organization and Portfolio Sustainability

Organization Sustainability	Governance	Manage sustainability within the organization <ul style="list-style-type: none"> • Oversight, objectives and performance evaluation • Policies and procedures for investment, development and asset management
	Engagement	Interact with key stakeholders <ul style="list-style-type: none"> • Investors, employees, partners, tenants and property managers
Portfolio Sustainability	Asset Management	Embed sustainability in asset management <ul style="list-style-type: none"> • Contracts and agreements • Asset planning, budgeting and reporting • Asset and property manager performance management
	Performance	Improve portfolio sustainability performance <ul style="list-style-type: none"> • Environmental metrics: energy, water, waste, GHG emissions and certifications • Social metrics: tenant engagement and satisfaction surveys, health, well-being and community programs



Automatic Data Harvesting Initiative

Real Estate Case Study

Collecting sustainability data from tenants, particularly on assets where the landlord has limited to no control, remains a challenge for landlords.

In an effort to close this data gap and to support our tenants' sustainability agendas, our UK team introduced a tenant engagement initiative across the Fiera Real Estate Long Income Fund UK portfolio. This initiative included a tenant focus group with tenant representatives across the portfolio to discuss ESG collaboration and how data can support them in identifying efficiency and cost-saving opportunities. The focus group was a success, with many tenants signing up to participate in a smart technology pilot project.



Automatic data harvesting used to gather data directly from tenant's utility suppliers for greater accuracy



We plan to **share data and key takeaways with our tenants** to support their ESG objectives and performance improvement

[Read more about our real estate ESG investment approach](#)

[View PDF >](#)



Agriculture 2020 Key Statistics

~18,500
acres of
USDA certified
organic farmland
producing maple
syrup, cherries,
cherry plums,
and kiwis

**Largest
producer**
of organic maple
syrup globally

**Largest
organic** cherry
plum producer in
the U.S.

Sustainable
Cropping and
Cover Crop
Practices

Implementation
of **water
conservation**
infrastructure

Agriculture

Our land-centric agriculture strategy is a key differentiator for Fiera Capital. The strategy focuses on capital preservation while providing investors with stable, attractive long-term returns through exposure to a globally diversified portfolio of assets located in the core agricultural regions of the world.

Responsible investing and sustainability risk management is a driving force throughout the investment cycle for the agriculture strategy. A diverse array of ESG considerations, many inherent to the asset class, are factored into the strategy including climate change, natural resource utilization, environmental protections, health and safety, animal welfare, good citizenship, and land rights, among many others.



Lassen Land Company

Agriculture Case Study

Lassen Land is one of the world's largest contiguous almond orchards spanning more than 4,000 acres in the northern Central Valley of California.

With our farming partners, we are in the process of redeveloping the Lassen Land orchards and completing significant upgrades to the property's irrigation infrastructure. The orchard redevelopment includes a full reset of the orchards using a new rootstock with greater yield potential and the ability to more efficiently utilize water.

In lockstep with the orchard redevelopment, the irrigation infrastructure has been fully re-engineered to improve water delivery efficiency, reduce utilization, and improve water quality. The combination of this new rootstock with the upgraded irrigation infrastructure will provide for a meaningful reduction in the amount of water required per almond.



Orchard reset with **best-in-class rootstock** to improve yields and water use efficiency



Industry-leading irrigation redevelopment focused on reducing consumption and increasing use and utilization efficiency



>35% reduction in water required per almond



~1,900 megalitres of water conserved annually; enough water to fill 950 Olympic-size swimming pools



Private Debt

Our private debt offering includes a wide range of strategies in the real estate, corporate and infrastructure financing space.

With respect to Private Debt, our ESG approach is based on four principles:

- 1 – Accountability toward our investors and stakeholders
- 2 – Impact on our long-term performance
- 3 – Cooperative approach individually adapted to each loan
- 4 – High ethical standards

Fiera Private Debt's ESG policy provides a clear vision of the risk-return profile of every funding opportunity, encompassing our business development, due diligence and loan approval processes.





Affordable Housing

Direct Lending Case Study

Access to decent and affordable housing has become critical in many parts of the world.

With the Redhill project, we participated in the financing of an affordable housing development in Auckland, New Zealand, through a secured loan. The development will ultimately provide more than 200 affordable homes in a market where there is a significant shortage.

As the New Zealand government reviews and aligns policies to support residential home construction and ownership, we have increased our involvement in funding similar developments for affordable housing in South and West Auckland.

With this project and others, we will continue to focus on these initiatives as we help to contribute to the United Nations Sustainable Development Goal 11, which has been set to ensure everyone has access to safe and affordable housing, including access to basic services like water sanitation and transportation. Through our measures, we are also helping local governments reach their social housing goals.



Development will ultimately provide over **200 affordable homes** in a market where housing is undersupplied



We expect to fund projects that increase the availability of housing in New Zealand, helping contribute to **UN SDG 11: Sustainable Cities**



We provided a **first lien facility of ~NZD 30 million** with underlying collateral over 100 lots



The facility was **repaid upon settlement** of the underlying lots

Claresholm Solar

Infrastructure Debt Case Study

Our financing supported the development of Claresholm Solar, the largest solar power facility in Canada and winner of the North American Solar Deal of the Year for 2020 (as named by Proximo).

The growth of renewable electricity generation represents a crucial component of global and regional climate change initiatives. We continue to actively pursue opportunities to support the growth of renewables across North America by providing debt financing to clean energy infrastructure projects.

The Province of Alberta is one area that is undergoing a rapid clean energy transition, with a stated goal to phase out coal-fired generation and have 30% of its power come from renewable sources by 2030. These objectives are making Alberta one of the fastest growing regions in North America for renewable energy investment. Our financing for Claresholm Solar supported the construction and operation of a critical renewable energy facility which will play a major role in reducing GHG emissions.



Financing the construction and operation of a **solar power facility** in the Province of Alberta



Project generates **132MWac of renewable energy**, displacing approximately 149,000 metric tonnes of CO₂ per year when compared to conventional electricity sources



We provided **long-term debt** as part of a CAD 115 million senior secured debt facility



Project reached **commercial operation** in April 2021

Important Disclosures

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BOARD OF GOVERNORS MEETING
November 29, 2021

AGENDA ITEM: 2021-22 Enrolment Update

STRATEGIC OBJECTIVES:

- ☒ Academic
- ☐ Student Engagement and Success
- ☐ Scholarship, Research and Creative Activity
- ☐ Graduate Program Development
- ☐ Space Enhancement
- ☐ Reputation Enhancement
- ☐ Financial Resources Management
- ☐ Compliance (e.g. legislatively required)
- ☐ Governance

ACTION REQUIRED: Information

SUMMARY:

An updated snapshot of 2021 enrolment at the undergraduate and graduate level.

BACKGROUND:

University Planning comes to the Finance Committee and the Board annually to provide an enrolment update.

COMMUNICATIONS STRATEGY: N/A

PREPARED BY:

Name: Glenn Craney, Deputy Provost and Vice Provost, University Planning

Date: November 12, 2021

APPROVED BY:

Name: Jennifer Simpson, Provost and Vice President Academic

Date: November 12, 2021

Enrolment Update, November 1, 2021

	Undergraduate (fall heads)		Graduate (fall heads)	
	Domestic	International	Domestic	International
New Year 1 Students	7,652	896	1,058	171
<i>% change from November 2020</i>	<i>0.8%</i>	<i>17.3%</i>	<i>-10.9%</i>	<i>22.1%</i>
Returning Students	30,126	2,582	1,847	215
<i>% change from November 2020</i>	<i>-1.0%</i>	<i>9.0%</i>	<i>2.5%</i>	<i>13.8%</i>
Total headcount	37,778	3,478	2,905	386
<i>% change from November 2020</i>	<i>-0.6%</i>	<i>11.0%</i>	<i>-2.8%</i>	<i>17.3%</i>

Notes:

Both domestic and international enrolment exceed 2021-22 budget targets.

The overall enrolment levels achieved are due to robust demand for spaces from new students as well as strong retention rates.

A significant increase in international enrolment is aligned with the university's international strategy. A decline in domestic enrolment is planned in order to bring domestic levels to be more closely aligned with levels funded by government.

Marketing & Communications

Monthly Metrics & Reach



August & September 2021

Media Relations

- Provided strategic communications support on the release of the Standing Strong Task Force report, including:
 - Key message and asset development
 - Media training spokespeople
 - Securing an exclusive with Globe & Mail and Op-Ed opportunity with Toronto Star
 - Managing multiple media requests for interviews and information.
 - Results included over 800 media stories (mostly neutral to positive in tone) with a combined reach of over 700 million
- Supported media relations on the new Drake + The Weeknd Course from The Creative School which was featured on CBC's Metro Morning, CityTV News, Global TV News and more.
- Managed media relations for the Indigenous Ring art installation, securing coverage on Global News Radio, Toronto Star and BlogTO
- Supported Orientation Week communications
- Ryerson Faculty Experts were pitched to media on a daily basis to speak on a wide range of timely news items, including: COVID vaccine booster shots; COVID variants; and travel advisories; as well as the Afghanistan pullout; Taliban government takeover; and the Canadian federal election.

Publications

- Ryerson Today published five email newsletter issues in August as it continued on a summer schedule.
- Ryerson Today published 15 email issues in September.
- Edition with the most opens in August was the [University receives final report from Standing Strong \(Mash Koh Wee Kah Pooh Win\) Task Force](#) issue with a 56.5% open rate.
- The best performing story in August was [University accepts Standing Strong recommendations, including renaming the university](#) with 28,723 page views.
- Edition with the most opens in September was the [President Lachemi announces advisory committee on university renaming](#) issue with a 56.5% open rate.
- The best performing story in September was [President Lachemi announces advisory committee on university renaming](#) with 9,864 page views.

Leadership Communications

- Developed [a unique website for the School of Medicine](#), which features the school's brand identity created by the Marketing team.
- Launched [Next Chapter website](#) to house the Standing Strong Task Force Report & Recommendations, provide internal resources and share the university's journey to find a new name.



- Supported the OVPECI with an overview of resources available to the university Indigenous community
- Developed video to share Provost Simpson's sentiments about Orange Shirt Day with the university community
- Prepared the following community wide updates from President Lachemi, shared in Ryerson Today:
 - Mandatory attestation of vaccine status
 - University receives final report from the Standing Strong Taskforce
 - Proof of vaccination required for fall semester
 - Fall semester welcome message
 - Announcing members of the advisory committee on university renaming
 - Announcing membership of the senior medical advisory committee for the School of Medicine
- Fall planning update from Provost to all faculty
- Ryerson Today story highlighting former Registrar Charmaine Hack's 30+ years with the university
- Preparation for September 29 Board of Governors' meeting
- Communications rollout for unveiling of Indigenous Ring public art piece, including Ryerson Today article, media relations and website content
- Developed video for Vice-Provost, Students to share updates on the status of campus this fall
- Published Ryerson Today article highlighting classroom renovations being facilitated by the Teaching and Learning Spaces Working Group
- Developed School of Medicine website and associated collateral for the consultations phase
- Launched phase 1 (awareness) campaign for International Recruitment in 10 key markets
- Launched the fall recruitment campaign for The Chang School including a commercial with a new spokesperson
- Began fall planning for TRSM BComm and MBA campaigns
- Launched The Creative School renaming and awareness campaign
- Developed creative and launched the Lincoln Alexander School of Law recruitment campaign
- Launched the 2021/22 Recruitment Campaign for YSGS
- Developed and launched Generous Futures (Season 2) campaign
- Developed and launched Alumni Weekend Campaign
- Developed and installed designs for campus-wide banner takeover

Marketing

- Developed Next Chapter website as the university begins the process of renaming and implementing the recommendations of the SSTF

Website

- Aug 1, 2021 to September 30, 2021 compared to previous year we saw 18.5% increase in sessions (3.35 million), a 43.1% increase in users (1.58 million), and a 13.6% increase in pageviews (19.6 million)
- For the same time period comparison, the traffic from outside of Canada saw a 114.0% increase in sessions, and a 161.0% increase in new users with the majority coming from international paid digital advertising

Digital Marketing

- Launched new digital campaigns for Lincoln Alexander School of Law recruitment (agency)



partner), YSGS recruitment (in-house), Undergraduate Admissions Virtual Open House promotion (agency partner), Alumni's Generous Futures event series (in-house), Arts' Democracy Forum event promotion (in-house) and OVPECI's Human Rights Online campaign.

- Continued working with agency partners on campaigns for the International Enrolment Office, The Chang School's Fall 2021 online enrolment campaign and MBA recruitment.
- Continued in-house management of campaigns for Alumni Week 2021.
- Planning upcoming 2021/22 multi-channel campaigns for FCAD (now The Creative School, awareness campaign) and recruitment for MBA and TRSM's BComm.

Social Media

- **Facebook:** Gained 653 fans to reach 81.4K. Most engaging post was the task force recommendations announcement.
- **Instagram:** Gained 2,381 followers to reach 42.9K. Most engaging post was a photo from O-week showcasing students on campus.
- **Twitter:** Gained 338 followers to reach 60.1K. Most engaging post was the task force recommendations announcement.
- **LinkedIn:** Gained 2,126 followers to reach 271.5K. Most engaging post was the Star article featuring President Lachemi's insights on renaming.
- **TikTok:** Gained 29.2K followers to reach 48K, largely due to a paid International Enrolment post, which was also the most engaging post at 5.9M views.

Marketing & Communications

Monthly Metrics & Reach



October 2021

Media Relations

- Provided strategic council on communications plan to announce Brampton community consultations for the medical school.
- Secured coverage with CBC news and the Caribbean Camera for new Black Studies minor launching next fall.
- Pitched local and tech media on the application call-out for Ryerson Venture Zone's second incubator cohort.
- Facilitated interviews with experts from the Rogers Cybersecure Catalyst on the increase in ransomware attacks and for Cybersecurity Awareness Month.
- Pitched the new Minor in Innovation and Zone Learning which recently launched during Global Entrepreneurship Week.
- Ryerson Faculty Experts were pitched to media on a daily basis to speak on a wide range of timely news items, including: Covid-19 vaccine mandates and booster shots, gas prices, labour shortages, the Pandora Papers, and Facebook re-launching as Meta.

Publications

- Ryerson Today published 12 email newsletter issues in October.
- Edition with the most opens in October was the

[A message from President Lachemi on the winter 2022 term](#) issue with a 55.7% open rate.

- The best performing story in October was "[University plans for a broader return to campus](#)" with 11,452 newsletter clicks.

Leadership Communications

- Drafted message from the President on our Winter 2022 term
- Launched a Provost blog, called [Off the Fence](#) — a space for conversations about higher education and public life.
- Recorded a [video discussion](#) (podcast) for [Social Justice Week](#) with Jennifer Simpson and Melanie Panitch, executive director, [Office of Social Innovation](#).
- [Updated School of Medicine](#) website with a 'Get Involved' section to feature upcoming town hall sessions with the City of Brampton and internal engagement sessions led by Steven Liss.
- To build profile and connections in government and higher education, created a LinkedIn account for Jennifer Simpson, accompanied by a social media calendar and process plan to manage the account.
- Developed and released video promoting the new Indigenous Ring public art piece on campus
- Prepared leadership for Chairs, Deans and Directors October meeting
- Designed new marketing materials for Centre for Student Development and Counselling for both print and web use



- Reworked vaccination frequently asked questions content for university COVID-19 webpage
- Designed Faculty and Staff guide for Thriving in Action program within Student Wellbeing
- Facilitated university COVID-19 campus status webpage updates in tandem with President's community announcement re: Winter 2022 term
- Developed memo for international students sharing important updates about Winter 2022 term
- Prepared Jennifer Simpson for filming Convocation and Remembrance Day remarks
- Worked with UofCanada to develop press release highlighting Ryerson leadership's visit to Cairo (distribution in Egypt only)
- Developed search announcement for Vice-Provost, Academic

Marketing

- Updated [Next Chapter](#) website to add a page with more information on the renaming process and bios/headshots of the University Renaming Advisory Committee.
- Launched TRSM MBA Recruitment Campaign (including digital, social, CTV and audio placements)
- Launched The Creative School Renaming Awareness Campaign
- Developed creative for Fall Convocation virtual ceremony
- Develop creative idea for the Access to Education video for the Provost & Vice-President, Academic
- Developed creative design for the Employee Diversity Self ID report
- Finalized the Report on Equity, Access and Inclusion in Global Learning Abroad for Ryerson International - launch November 4

- Finalized Paid campaign for RO Virtual Open House - launch Nov 3
- Provided strategic guidance for the renaming advisory committee around research
- Developed and launched multiple campaigns for Alumni Relations - The Forefront Season 2, Annual Fund Ad, Planned Giving Ad
- Chang School: Developed creative concept for Winter 2022 campaign (Launching Nov 15)

Website

- Oct 1, 2021 to October 31, 2021 compared to previous year we saw 23.7% increase in sessions (1.57 million), a 44.1% increase in users (886,855), and a 25.8% increase in pageviews (5.0 million)
- For the same time period comparison, the traffic from outside of Canada saw a 74.3% increase in sessions, and a 111.2% increase in users with the majority coming from international paid digital advertising

Digital Marketing

- Launched new digital campaigns for The Creative School (awareness), recruitment for TRSM's BComm, Arts' National Forum on Anti-Asian Racism event promotion, and an Advancement fall appeal.
- Continued working with agency partners on campaigns for the International Enrolment Office, Lincoln Alexander School of Law recruitment and MBA recruitment.
- Continued in-house management of campaigns for YSGS recruitment, Alumni's Generous Futures event series, Arts' Democracy Forum event promotion and OVPECI's Human Rights Online campaign.



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BOARD OF GOVERNORS
November 29, 2021

AGENDA ITEM: Periodic Program Review Summary and Implementation Plan Reports
approved in 2020-2021

STRATEGIC OBJECTIVES:

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

ACTION REQUIRED: Information

SUMMARY:

Ryerson University is pleased to provide the Summary and Implementation Plan Reports for the Periodic Program Reviews approved in 2020-21.

BACKGROUND:

As required by Senate Policy 126, Section 13.4, which states: *The Provost and Vice-President Academic is responsible for the presentation of the PPR Executive Summary and its associated implementation plan to the Board of Governors for its information.*

Attached is the Summary and Implementation Plan Reports for the following Periodic Program Reviews approved in 2020-21:

Undergraduate:

- MIDWIFERY (BHSc)
- ACCOUNTING AND FINANCE (BComm)
- BUSINESS MANAGEMENT (BComm)
- BIOMEDICAL ENGINEERING (BEng)
- COMPUTER ENGINEERING (BEng)
- ELECTRICAL ENGINEERING (BEng)

Graduate:

- BIOMEDICAL PHYSICS (MSc, PhD)
- PROFESSIONAL COMMUNICATION (MPC)
- IMMIGRATION AND SETTLEMENT STUDIES (MA)

This report was sent to the Quality Council on June 18, 2021.



The report which includes the Provost's annual FAR reporting to the Quality Council as well as the FARs for the programs listed above can be found in the Resource Center on Diligent.

COMMUNICATIONS STRATEGY: These reports have also been posted on the Ryerson Curriculum Quality Assurance website: www.ryerson.ca/curriculumquality

PREPARED BY:

Name: Jason Lisi, Director, Curriculum Quality Assurance

Date: November 12, 2021

APPROVED BY:

Name: Jennifer S. Simpson, Provost and Vice-President, Academic

Date: November 12, 2021

EXECUTIVE SUMMARY

PERIODIC PROGRAM REVIEW (PPR) AND FINAL ASSESSMENT REPORT (FAR) AT RYERSON UNIVERSITY

A Periodic Program Review (PPR) is a cyclical review performed every eight years that provides a comprehensive means for graduate and undergraduate programs to undergo a critical analysis, ensuring they remain aligned with the university's academic priorities and plans, meet current and future societal needs, identify strengths, weaknesses, opportunities, and threats, and devise a strategic plan for growth and development. Governed by Ryerson's Senate Policy 126, PPRs are an integral part of the university's Institutional Quality Assurance Process (IQAP). A PPR includes a comprehensive self-study done by the program's home department, as well as an external review completed by a qualified peer review team. The self-assessment and peer review report, along with responses from the program department and Faculty Dean inform an implementation plan that identifies key priorities with an action plan and timelines that the program uses as part of their continuous improvement commitment to drive change. Completed PPRs must pass a comprehensive review by Ryerson's Academic Standards Committee, which in turn recommends the PPR to Senate for review and approval.

In 2020/21 six undergraduate programs (Accounting and Finance (TRSM), Biomedical Engineering (FEAS), Business Management (TRSM), Computer Engineering (FEAS), Electrical Engineering (FEAS), and the Midwifery Education Program (FCS)) and three graduate programs (Biomedical Physics (FOS), Immigration and Settlement Studies (YSGS), and Professional Communication (TCS/FCAD)) successfully completed the PPR process.

While each of these programs has their own unique set of strengths and recommendations for growth, there were some common themes identified by peer reviewers that transcended program boundaries. Across the six undergraduate programs that were reviewed, the high quality of faculty, students and staff was consistently noted, as was the innovation of programs as evidenced by their approaches to pedagogy and curriculum. Another consistently highlighted strength was the value and quality of experiential learning opportunities for students. With regards to the graduate programs, all three peer review teams cited strong faculty complements that were active in scholarship and research as a strength of the program under review. Another strength that was common among the peer reviews was the close ties of the program's activities to the surrounding community. A common recommended area for growth in all three program reviews was to find ways to leverage commonalities between programs to offer cross-program courses, which would increase efficiencies in program delivery and increase the diversity of students within these courses.

The Final Assessment Reports (FAR) included here, provide an executive summary, details of the external reviewers' recommendations, the program and Dean responses to those recommendations, and the implementation plan. FARs are posted publicly on the Ryerson's Curriculum Quality Assurance website and reported annually to Ryerson's Board of Governors and to the Ontario Universities Council on Quality Assurance (Quality Council). The final step of the PPR process is a one-year follow-up report that details progress-to-date on the implementation plan and any subsequent recommendations.

The following report, submitted to Ryerson's Board of Governors, includes the Provost's annual FAR reporting to Quality Council as well as the FARs for the programs listed above, for information.